



# **ANNUAL REPORT** **City of Cambridge**

**January 1973 to July 1974**

**(18 month period based on change  
from calendar year to fiscal year)**







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### **ABOUT OUR COVER PICTURES**

On the cover of this unusual 18-month Annual Report are two pictures which portray both the economic development in Cambridge and also its people who serve the City in a multitude of jobs.

The top picture is an architectural rendering of the \$ 8 million Green-Franklin-Pearl complex, jointly developed by the City and the Cambridge Housing Authority. The site consists of 199 apartments for the elderly, a parking garage for 290 cars, a branch of the Cambridge Public Library, Offices for the C.H.A., and a public park. The design program for the elderly housing was developed jointly by the C.H.A., Council-on-Aging, and the Cambridge Committee of Elders. Theodore A. Monacelli Associates is the architect for the garage and library; Robert Charles Associates for the housing tower. The target dates are June for the garage, September for the library and April 1976 for the housing tower.

The bottom photograph shows some of the 37 students at the Cambridge Police Academy who will graduate this March. Shown discussing their concentrated and diverse curricula with Lt. Anthony Paolillo, Director, far right, are future police officers David Betz; Lorraine Betts; Edward O'Callaghan (Class President); James Hite (Class Vice President); and Juan Sanches. With five women members and 19 from minority groups, the Academy truly represents the many ethnic backgrounds of Cambridge citizens.

**This Annual Report was assembled by John D. Drummey, Assistant to the City Manager, Public Relations; typed by Catherine Williams and Luise Phipps using Press Roman Bold Type; prepared for printing by the Graphics Component of Community Development; and printed by the Printing Division of the Purchasing Department. March, 1975.**



## CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139  
Tel. 876-6800

EXECUTIVE DEPARTMENT  
JAMES L. SULLIVAN  
City Manager

March 18, 1975

To the City Council  
and the Citizens of Cambridge:

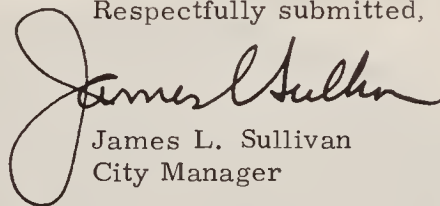
On January 1, 1973, the City of Cambridge, along with other communities in the Commonwealth, embarked on an 18-month transitional budget year. The purpose of the legislation creating the 18-month year was to enable all Cities and Towns to develop budget years that would coincide with the fiscal years of the State and the Federal Governments; thus, the establishment of an 18-month fiscal period that commenced January 1, 1973 and ended June 30, 1974.

Effective April 1, 1974 John H. Corcoran, City Manager since 1970, retired from the service of the City after 36 years of distinguished service. I am certain that I speak for all the citizens of Cambridge in wishing John and his wife, Elizabeth, the best of health in their retirement years.

Effective also April 1, 1974, I was reappointed City Manager, having served in that capacity before from June, 1968 through June, 1970.

I commend to your attention the reports of the various City Departments for the eighteen-month fiscal period as evidence of the many and varied projects undertaken on behalf of the Citizens of Cambridge.

Respectfully submitted,

  
James L. Sullivan  
City Manager

JLS/mbf

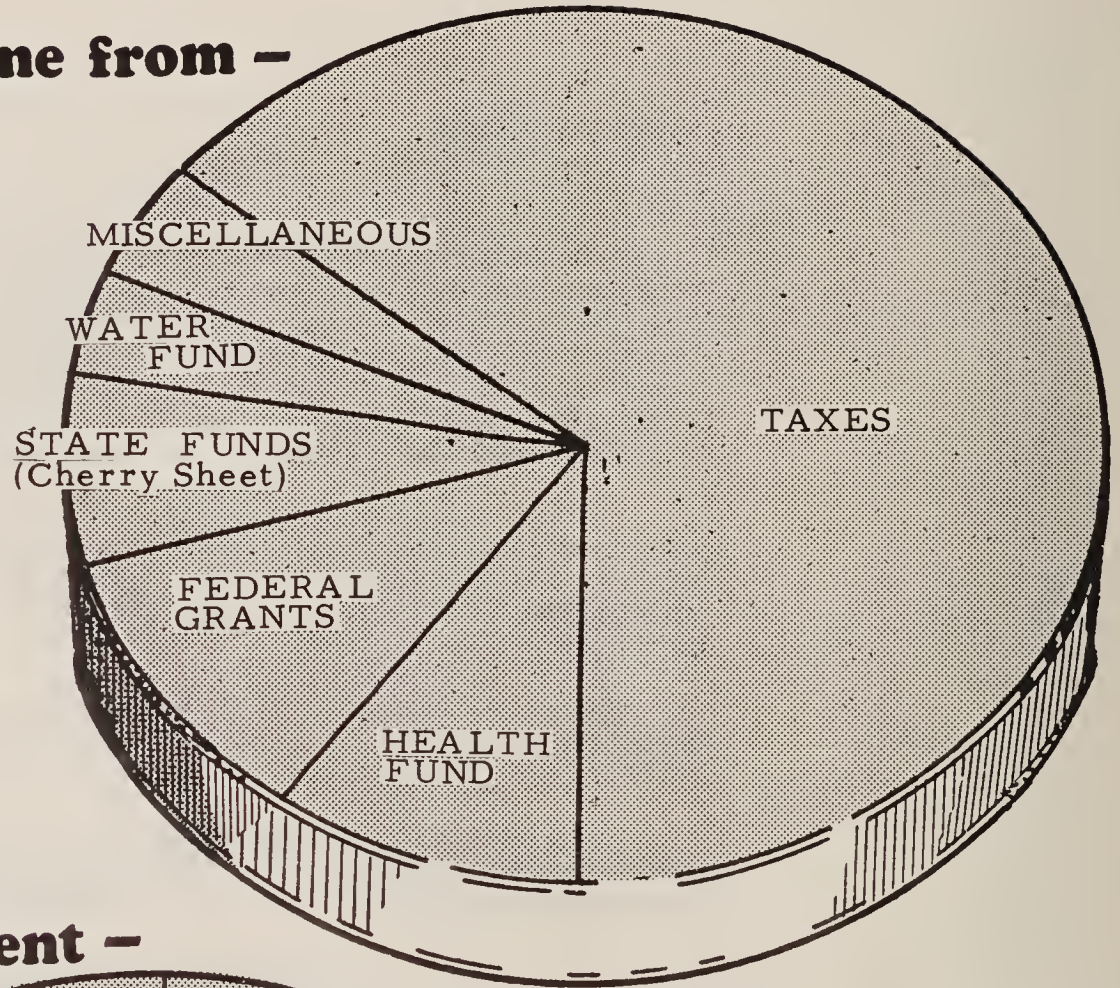




# **CAMBRIDGE'S CITY BUDGET DOLLAR**

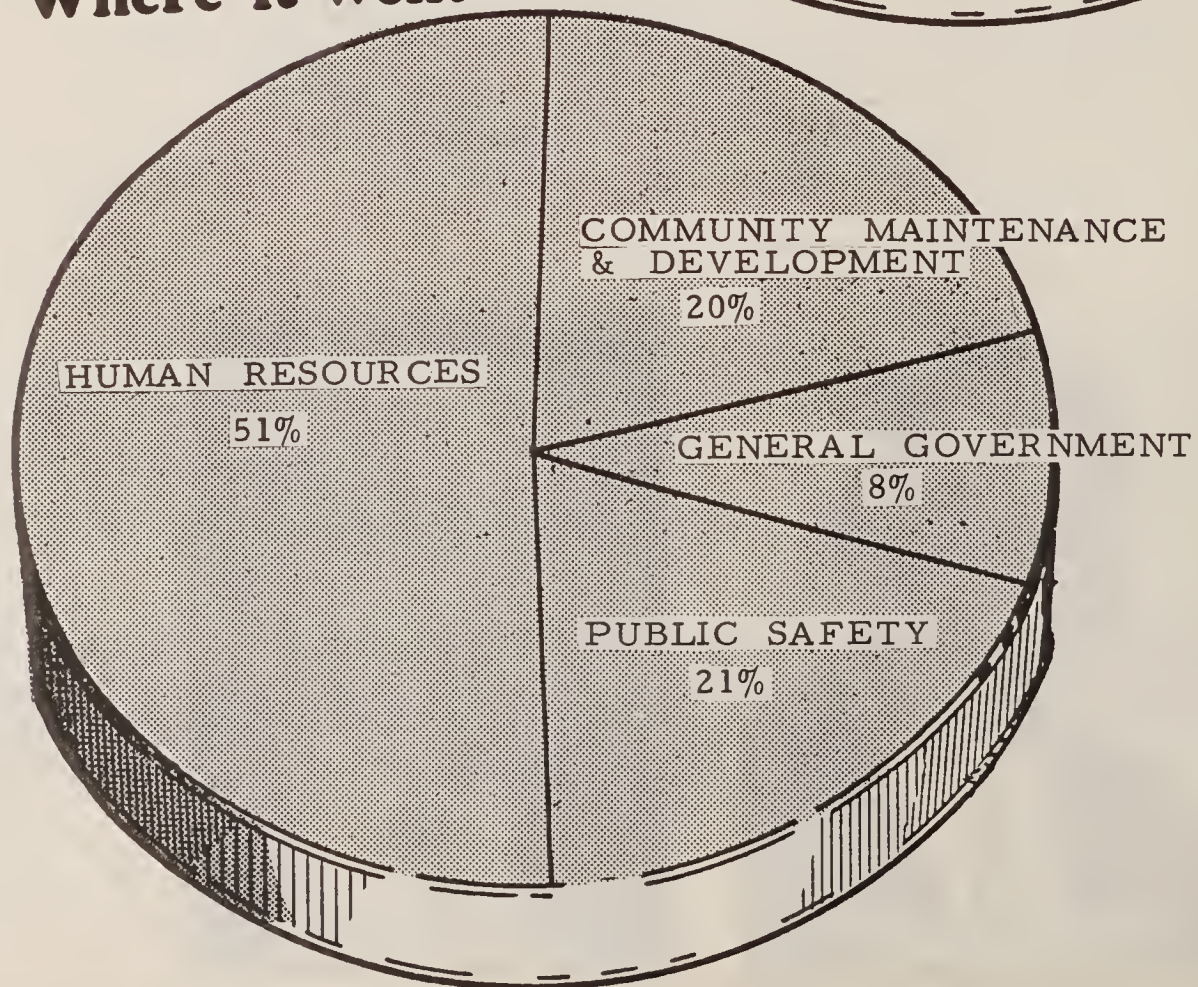
## **January 1973 to July 1974**

**Where it came from –**



**and**

**Where it went –**



## **1. City Government**

Assessing, Auditing, Budget and Personnel, City Clerk, City Council, Election Commission, Law, Manager's Report, Purchasing, Rent Control Board, Retirement Board, School Department







## ASSESSORS DEPARTMENT

Board of Assessors: Charles R. Laverty, Jr. - Chairman

Rudolph R. Russo

Thomas F. Gibson - Secretary

In Cambridge, approximately 75% of the revenue necessary to administer the community is generated by the real estate tax, personal property tax, excise tax, and "In Lieu of Tax Payments."

The following is a list of the 1974 Fourteen Highest Taxpayers:

Cambridge Electric Light Co.  
 New England Tel. & Tel.  
 Massachusetts Institute of Technology  
 President & Fellows of Harvard College  
 Commonwealth Gas Company  
 Gerald W. Blakeley, Jr. et al, Trs. - Cabot, Cabot & Forbes Land Trust  
 New England Mutual Life Insurance  
 Cambridge Steam  
 Badger Co., Inc.  
 O. Kelley Anderson, et als, Trs. of Real Estate Investment Trust  
 Max Wasserman  
 Boston Woven Hose & Rubber Company  
 Harlow Properties  
 W. R. Grace & Company

### A COMPARISON OF REAL AND PERSONAL FIGURES

YEAR	REAL	PERSONAL	TOTAL
1970	\$279,799,900	\$36,284,500	\$316,084,400
1971	\$280,701,900	\$38,994,100	\$319,696,000
1972	\$281,758,900	\$43,679,500	\$325,438,400
1973	\$277,001,700	\$49,050,800	\$326,052,500
1974	\$277,020,200	\$51,087,900	\$328,108,100

### CHERRY SHEET DISTRIBUTION

It is interesting to note that the City of Cambridge has had a Revenue Sharing Program in reverse with the Commonwealth of Massachusetts for the past several years. Amazingly enough, the figures for the past three years are as follows:

YEAR	ESTIMATED RECEIPTS	ESTIMATED ASSESSMENTS	NET GAIN (OR RETURN TO COMMONWEALTH)
1972	\$3,770,593.68	\$7,914,686.19	(\$4,144,092.49)
1973-1974	\$5,694,037.74	\$9,703,140.96	(\$4,009,103.22)
1974-1975	\$5,074,996.53	\$6,831,645.35	(\$1,756,648.82)

## AUDITING DEPARTMENT

Arthur F. Libitz, City Auditor

The Auditing Department of the City of Cambridge, employing 17 persons, audits every financial transaction made in every City Department.

In the eighteen month period covered by this Report, the Department oversaw a total budget of \$82,303,531.71.

In 1973 the Department began an interim computer system beginning with computerization of the payroll system. This system is now shifting over to Financial Accounting and Management Information Systems (FAMIS) and will be fully operable in March of 1975.

In this same period plans were made to computerize all purchasing operations and this should be soon completed.

The Auditing Department was involved in Federal and State grants totalling over \$6,000,000. Of major importance in this area were 31 School Department grants totalling \$2,106,000; 19 LEAA (police) grants in the approximate amount of \$477,000; and Model Cities grants totalling \$2,106,000. These are approximate amounts. There were numerous other grants audited by the Department approximating \$1,500,000.

Group Insurance is another Department auditing function and the cost, in this Report Period, to the City for its share of the joint program was \$1,756,730.89. The breakdown by programs is as follows:

PROGRAM	RECIPIENTS	PROGRAM	RECIPIENTS
Life & A.D.&D.	3,331	Medicare	
Life \$1,000.00	<u>104</u>	Active	78
	3,435	Retired	<u>150</u>
			228
Hospital, Medical, Surgical (Under 65 Years of Age)		Medex	
Full Time Students	1	Active	103
Single	1,016	Retired	<u>704</u>
Family	1,378		807
Single (HCHP)	150		
Family (HCHP)	<u>82</u>	Hospital, Medical, Surgical	
	2,627	Medicare	
		Retired	56
E.G.R. Hospital, Medical, Surgical			
Single	6	Medex	
Family	<u>4</u>	Retired	56

## **BUDGET & PERSONNEL**

Donald P. Hawkes, Director

During the 18-month transitional fiscal year this Department was charged with developing, monitoring and administering the City Budget, exceeding \$80,000,000. Over 3,500 personnel papers were processed dealing with many of Cambridge's approximate 2,200 non-school employees.

In the last 6 weeks of the fiscal year the City Manager appointed Donald P. Hawkes as Director of Budget-Personnel.

During the fiscal year the staff was responsible for processing 86 requests for administrative transfers from the Revenue Sharing Trust Fund, Salary Adjustment Account and the Parking Fund, totalling \$17,625,285. Additionally, 170 transfers totalling \$2,253,300 within Budget Codes were investigated and recommended to the City Manager for Council action during the last 3 months of the 18-month cycle.

During the coming year this office will work to implement a Financial Accounting and Management Information System as a better analysis tool for the City's management. Another major project will be the formulation of a new performance-oriented budget format for presentation to the City Council. These two projects will result in a clearer understanding of the City's needs and alternative solutions.

Continued erosion of the economy, as reflected in high levels of unemployment, resulted in a threefold increase in public employment programs, created under the Emergency Employment Act of 1971 and the Comprehensive Employment and Training Act of 1973, funding in excess of \$1.3 million and providing job opportunities for over 230 unemployed residents. While funding levels are inadequate to serve directly any more than a small percentage of the City's unemployed, Budget-Personnel Department Staff working in conjunction with other City agencies have attempted to insure that these programs benefit all Cambridge residents through the provision of improved municipal services.

It is anticipated that additional funds will be authorized by Congress during Fiscal '75 which will greatly increase the number of public service jobs.

The Department Staff serve on the local Manpower Planning Council and on the Board of Directors of the Eastern Middlesex Human Resource Development Authority which determines budget allocations of over \$5 million dollars for area-wide Manpower Programs.

The Department conducted training for 169 Cambridge residents and employees under grants for Public Service Careers, Human Resource and Economic Development, and the Intergovernmental Personnel Act. The multi-faceted training approach included college courses, seminars and programs aimed at specialized skills. Additionally, the Department worked on development of personnel policy and procedures for all City positions. An affirmative action plan is in draft stage and will be finalized during the coming fiscal year.



# CITY CLERK

Paul E. Healy, Clerk

Joseph Connarton, Assistant Clerk

## REVENUE RECEIVED

### LICENSES AND FEES

Sporting Licenses .....	\$24,598.75 *
Dog Licenses .....	10,343.00 *
Marriage Licenses .....	6,462.00
Sporting Fees .....	702.00
Dog Fees .....	1,197.00
Duplicate Dog Tags .....	1.90
Certified Copies .....	20,866.04
Archery Stamps .....	55.00 *
Archery Fees .....	1.10
Sale of Zoning Ordinances .....	634.00
Amendments of the Zoning Ordinances .....	10.00
Zoning Ordinances plus Amendments .....	42.00
Transfer of Dog Licenses .....	1.50
Sale of General Ordinances .....	5.00
	<hr/>
	\$64,919.29

### RECORDING FEES

Mortgages, etc .....	9,799.18
Married Women Certificates .....	8.00
Business Certificates .....	638.00
Business Certificates Withdrawals .....	17.50
Physicians Certificates .....	7.00
Optometry Certificates .....	.50
Filing of Zoning Amendments .....	200.00
	<hr/>
	\$ 10, 670.18
	<hr/>
Total	\$75,589.47

\* The sum of \$24,598.75 was received for Sporting Licenses and the sum of \$55.00 was received for Archery Stamps payable to the State Department, Division of Fisheries and Game, and the sum of \$10,343.00 received for dog licenses was paid over to the Middlesex County Commissioners.

Under the provisions of Section 172, Chapter 140 of the General Laws, Tercentenary Edition, the money paid over to the Middlesex County Commissioners for dog licenses, and not paid for out of damages, license blanks or books, record books, anti rabie vaccine or other purposes shall in January be paid back to the Treasurer of Cambridge in proportion to the amounts received from Cambridge, and the money so refunded shall be expended for the support of Public Libraries and Schools.

## VITAL STATISTICS

JANUARY 1, 1973 TO JUNE 30, 1974

Cambridge Residents-Births in Cambridge .....	744
Non-Residents-Births in Cambridge .....	1,648
Cambridge Residents-Births outside Cambridge .....	648
Intentions of Marriage Filed .....	1,844
Marriages Recorded .....	2,142
Deaths Recorded .....	2,592
Delayed Returns of Birth Recorded .....	40
Affidavits of Correction of Births Recorded .....	375
Instruments Recorded .....	2,776

## **ELECTION COMMISSION**

Constance R. Milton, Chairman

Francis P. Burns, Executive Secretary

Edward J. Samp, Jr.

Sondra Scheir

This office is governed by a Board of Election Commissioners, which is composed of two (2) Democrats and two (2) Republicans.

There are five (5) permanent employees. At Elections, we employ thirty (30) Deputy Registrars and 800 persons on a temporary basis.

The Board meets every Thursday morning.

### **STREET LISTING**

The Board of Registrars are members of the Listing Board, with the Chief of Police as Chairman during the annual Street Listing, which starts on the first of January of each year.

In 1973 there were 62,468 persons, seventeen (17) years of age and over listed, and in 1974 there were 56,750 people listed. This listing was done by twelve (12) policemen, two (2) cadets and eight (8) school-crossing supervisors.

### **DEATHS**

There were 934 voter deaths reported.

### **JURORS**

Section I, Chapter 234 reads in part: "A person qualified to vote for Representative in the General Court, shall be liable to serve as a Juror, except the following: Governor, Lt. Governor, Governor's Council, Members of the General Court, Court Officers, Sheriffs and their Deputies, Lawyers, Teachers, Doctors, Ministers of the Gospel, persons over 70 years of age, persons under 18 years of age, members of the Fire and Police Department, nurses, mothers of children under 16 years of age, women members of religious orders".

Only jurors of good character are picked - one (1) in every 100 inhabitants.



## ELECTIONS

There were two (2) elections held in the period from January 1, 1973 to June 30, 1974.

A special Primary was held on August 14, 1973 to fill the vacancy in the Second Suffolk Senatorial District.

### TOTAL BALLOT CAST:

DEMOCRATS	2,197
REPUBLICANS	<u>129</u>
TOTAL VOTE	2,326

The Municipal election was held on November 6, 1973.

TOTAL REGISTERED VOTERS	47,516
COUNCIL VOTE	26,241
SCHOOL COMMITTEE VOTE	26,248
PERCENTAGE OF ELECTORATE	
VOTING	55.2

There were thirty-four (34) City Council Candidates, and twenty-six (26) School Committee Candidates.

For the Municipal election there were:

845 Absentee Ballot requests

715 Ballots not returned

A total of 88 special registration sessions were held for the election.

## **LAW DEPARTMENT**

Edward D. McCarthy, City Solicitor

The City Solicitor, appointed by the City Manager, acts as legal advisor to the City Council, the School Committee, the City Manager and Department Heads who wish legal opinions on any subject pertaining to their duties. The Department's budget for this period was \$101,787.77. In addition, the Law Department represents the City before the Courts and Boards of the County, State and Federal; represents the interest of the City at hearings of the General Court; and prepares proposed legislation of interest to the City.

### **HIGHLIGHTS**

The Solicitor collected \$17,588.58 as reimbursements to the City for damages to City property.

During the same year, the City Solicitor recovered \$339,026.02 for the City's Hospital plus \$129,735.21 for incentive increases in the Police Department from the Commonwealth.

The Law Department has rendered 211 legal opinions besides the 313 cases entered in the State and Federal Courts.

## **PURCHASING DEPARTMENT**

Richard J. McNamara, Director

During this period the Department had 288 bid openings and wrote 499 formal contracts and approximately 26,000 purchase orders for a total value of approximately \$15,000,000.00.

Some of the major contracts handled included the following:

**Green-Franklin-Pearl Project**

**Renovation of Gold Star Pool**

**Cleaning Water Mains**

**Several Sewerage & Drainage Contracts**

**Replacement of Fire Hydrants**

**Renovation of Floors & Stairs at City Hall**

**Replacement of Gymnasium Floor-King School**

**Renovations to Cambridge Common**

**Renovations to Infirmary**

**Corporal Burns Playground**

**Hurley-Silva Playground**

**Franklin Street Playground**

**Suffolk-Worcester-Washington Street Beautification**



## **RENT CONTROL BOARD**

### **Members:**

George Waldstein, Chairman	Alfred Cohn
Gerald Billow	Joyce London
	Paul Watkins

The first six months of 1973 were extremely busy ones for the Rent Control Board and its staff. During this period over 400 individual rent adjustments were received and processed. The first decision on a rent adjustment was handed down by the Rent Control Board on February 1, 1973.

Regulation Number 74, dealing with Rent Control Clauses in Leases, was adopted by the Board in August, 1973. The Regulation allowed for rent increases above the terms of the lease if a rent adjustment were granted by the Board. The tenant was given the option of vacating the apartment involved within a specified period of time or to remain and pay the new rent. Also in August, 1973 new rules of procedure for handling petitions of review on Board decisions in the Third District Court were promulgated by Judge Sherman.

The next problem of general interest to confront the Rent Board was how to deal with 1973 real estate tax increases. The tax rate was increased \$3.30 per thousand dollars of assessed valuation. Although a much higher tax increase had been anticipated, the Board decided to go through with their original plan of holding public hearings on the matter of an across-the-board general rent increase. A public hearing was held on September 5, 1973. As a result of this hearing the Board concluded that the percentage rent increase necessary to compensate landlords for the increased taxes was 1.15%.

Once this decision was reached the staff began a busy two month period. During October and November the staff went through every file in the Rent Control Office, checking for compliance with the Regulations requiring registration, and mailing rent adjustment notices to every landlord and tenant in Cambridge for which there was a registration form. Also, by going through the files in this manner, the staff was able to compile a list of landlords who had not complied with proper registration requirements. Notices were then sent to these landlords informing them of their obligation to register their properties. It became apparent from the time consumed in processing this general adjustment that another method would have to be used if a more complicated adjustment were to be made.

In January, 1974 the Board updated its individual rent adjustment formula to account for 1973 operating expenses rather than 1972 operating expenses and also by adjusting the factor used to determine what was necessary to keep a landlord's base year net operating income constant in real dollars.

The energy crisis became a real factor in the life of Cambridge landlords and tenants in the first three months of 1974. The Board scheduled a public hearing for April 11, 1974 to discuss granting a general adjustment for increased costs especially with regard to heating fuel. This hearing was subsequently cancelled when Chairman Alan L. Lefkowitz resigned from the Board effective April 1, 1974.

During the next three months the Board continued to hold regular weekly meetings and to issue decisions. Mr. Gerry Billow was elected interim Chairman pending the appointment of a new Chairman by the City Manager. Also during this period the staff compiled statistical information regarding income and expenses for rental properties for the years 1967 through 1972. This information was taken from files of Petitions for Rent Adjustment. The staff also compiled a written history of Rent Control in Cambridge from September, 1970 through March, 1973.

Details of other activities are given below:

Dates: January 1, 1973 to June 30, 1974

Total Number of Units Registered	20,424
Total Number of Units Adjusted (1.15%)	17,100
Total Number of Units Adjusted by Individual Adjustment	3,284
Total Number of Evictions Processed	940
Total Number of Tenants Complaints Processed	87
Board Members Attended 87 Regular Business Meetings: One Public Hearing Was Conducted	

## RETIREMENT BOARD

George W. Mickle, Chairman

Arthur F. Libitz, Secretary

Janet Harrington

The Cambridge Retirement Board during the period January 1, 1973 to June 30, 1974 approved 127 applications for Retirement under the Contributory Retirement System.

The Retirement Board in addition to the above also approved 11 applications for Pension under the Non-Contributory Pension System.

### Retirees - January 1, 1973 - June 30, 1974

Paul Accarino	Pauline Anderson	Esther Archiprete
Raymond Barrett	Gail Bishop	Bridget Bonin
William Bower	Rose Brown	Margaret Bryning
John Butler	Helen Cabral	George Carroll
William Carson	Anthony Carbalho	Joseph Casey
Rita Chisholm	Vivian Clark	Philip Cloran
Anthony Colozzi	Donald Connerty	Frank Connolly
Eugene Cooney	Frederick Cooney	Michael Corcoran
Charles Coyne	Christopher Cremins	Joseph Crowley
Martin Cummings	Lawrence DeCoursey	Margaret Deely
Elizabeth Desmond	Helen Driscoll	Ralph Dunphy
Antoinette Eldred	Francis Feeney	Joseph Ferry
John Fitzgerald	James Fitzgibbon	Louise Fitzmaurice
Thomas Finn	Samuel Flaksman	Paul Frank
John Galligan	Eleanor Galvin	Leo Galvin
Martin Gately	Sybil Gaudet	Joseph Gould
Joan Grainger	Theresa Grant	Dorothea Hagen
Chester Hallice	Irene Hamilton	Robert Killion
John Klevas	Gustave Kuhn	Mary Lannon
Eleanor Linehan	Charles Lorensen	Lena MacAskill
Daniel Hanlon	Oscar Harding	Marguerite Harney
Rosalie Hayes	Thomas Hayes	George Heron
Joshua Herwitz	Francis Herzan	John Holian
Margaret Holland	Wilfred Hotin	Roseanne Judge
Nora Keane	Catherine Kelley	Francis Kelley
James Kelley	John Keohane	Laura Quinlan
Helen Quinn	Daniel Reardon	Ruth Redmond
Lillian Riley	Matthew Ring	Alice Ronchetti
Robert Rourke	Gertrude Ryan	William Scalley
Mary A. Scannell	Mary V. Scannell	Michael Scannell
Edward Selfridge	Helen Macklin	Edward Martin
Henry McCann	Charles McGee	Freda McLaughlin
Margaret McLaughlin	Maria Miodonski	Margaret Moran
Margaret Murphy	Elizabeth Nelson	Rose O'Brien
Jerome O'Connell	Robert O'Neill	Ruth Parker
Kathleen Plummer	Melvin Ponte	Mildred Puzo
George Thorp	William Tucker	Perley Veinot
Mary Watts	Moir White	Florence Woods
Nora Woods	Francis Shea	Sara Shea
Rose Silva	Charles Smith	Margaret Smith
Kathryn Spang	Ladislava Stankunas	Leona St. Marie
Anthony Temmallo		



# SCHOOL DEPARTMENT

Alflorencia Cheatham, Superintendent

Superintendent of Schools Alflorencia Cheatham and the School Committee established three major goals during 1973. They are the foundation upon which the education of Cambridge's 9,898 students is based. These are:

- . Communications and Human Relations
- . Individualization of Pupil Instruction
- . Career Oriented Education

## COMMUNICATIONS AND HUMAN RELATIONS

The adaption of the citizen and staff participatory process offers parents, students, and teachers a voice in the selection of candidates on screening and interviewing committees.

During 1973-74 over twenty educational leaders were elected with the aid of this process, including Assistant Superintendents Joseph Saterials, Richard Woodward, and Oliver Brown; Cambridge High and Latin School Headmaster Michael Turner; elementary Masters Lee Miller, Raymond Dancy, and Dr. Leonard Solo; Directors Dr. Henry Haroian, Daniel McCarthy, Joseph Fernandez; Assistant Director Patrick Murphy, and Coordinators Dr. Elizabeth Ricker and Judi Contrucci.

The development of plans for new secondary school facilities was a high priority objective. Community efforts were involved through the New High School Committee comprised of pupils, parents, teachers, architects, and educational planners.

Public seminars and workshops focused community attention on the need for improved elementary high school facilities and developed public support for the project, at each of the City's 16 elementary and two high schools.

The parental and staff involvement policy was expanded to the elementary level through a series of self-assessments. Those were conducted at each school during the spring of 1974. This effort determined the future steps necessary to meet educational needs.

Efforts toward better human and race relations continues through courses aimed toward minority group interests. These include black studies, ethnic literature, and programs that develop better understanding between cultures.

## INDIVIDUALIZATION OF PUPIL INSTRUCTION

Greater School Committee commitment has been made to tailoring educational experiences to the personal aspirations and pace of each school child. Cambridge offers alternative education

programs through open classrooms in each of the elementary schools, at the Cambridge Alternative Public School (CAPS) and at the secondary level at the Pilot School, Cluster Program, Group School, and C.I.T.Y.'S open campus experience.

Learning programs such as Artists-In-Residence, Early Childhood Education, The Urban Awareness Program, and the Health Assistants Classes, meet the special needs of our young people and provide meaning to their school career.

In-service workshops have been conducted after school and throughout the summer by staff and resource specialists to prepare the system's 834 teachers and 77 administrators to recognize students' individual needs and to shape lessons to blend with general and special students requirements.

Teacher workshops have led to the development of the Learning Disabilities program which predated by two years the implementation of Chapter 766. Similarly, Cambridge was among the Commonwealth's leaders in the inclusion of expanded bilingual programs for non-English speaking students, introduced here in 1970. These and other special needs programs accounted for \$2.5 million of the overall \$26 million dollar school budget that spanned the 18 month fiscal transitional period from January 1, 1973 to June 30, 1974.

## CAREER ORIENTED EDUCATION

Cambridge's major educational concern is that its young people complete their public school education with marketable skills that will prepare them to continue their formal education, take the first steps on a career ladder, and aid them to contribute to their personal and the community's progress.

Curricula encompassing the career cluster or house plan concept is designed to neither trap nor track young people in one job field, but offers them the flexibility to participate in relevant programs that will meet their interests and future needs. Based upon five career constellations, it will reorganize the high school administration to more manageable interdisciplinary units.

While education of children is the primary concern of the Cambridge schools, administering the business of education in a system whose budget approximates \$19 million a year is also of high priority. During the 1973-74 academic seasons, further refinement of the programming, planning, and budgeting system (PPBS), introduced here in 1972, was accomplished.

Cambridge School administrators and Cambridge Teachers Association officials attended a special residency seminar at the Harvard Business School during the summer of 1973 to up-date them on

the latest management techniques and improve their administrative skills.

The Schools' Office of Business Management Services has expanded the use of the computer learning center to include administrative functions, streamlined the purchasing system, expanded the food services program to include in-school breakfasts, and implemented monthly financial control reports.

Such reports indicate that the 18 month budget from January 1, 1973 through June 30, 1974 included:

\$ 9,696,208	for elementary education
4,715,891	for secondary education
2,544,334	for special education
630,145	for alternative programs
105,569	for adult education
567,214	for educational support (libraries, A/V etc.)
812,266	for counseling and psychological
3,316,891	for elementary, secondary, & central administration
<u>4,451,563</u>	for maintenance and operation
\$ 26,840,081	





## **2. Community Development & Maintenance**

Community Development, Conservation Commission,  
Historical Commission, Manpower Administration , Office  
of Economic Development, Public Works, Redevelopment  
Authority.





# BICENTENNIAL CORPORATION



During its first 11 months of operation the Cambridge Bicentennial Corporation has:

Set up and staffed a city bicentennial office.

Negotiated prime Harvard Square office space (at \$1.00 per year) in Holyoke Center.

Been awarded two Massachusetts State Bicentennial grants totalling \$20,500.

Run a series of bicentennial articles in the local newspaper.

Organized, designed and put together a traveling exhibit - The History of the Cambridge Common - 1600-Present; currently on display at Cambridge City Hall.

Organized and ran two bicentennial celebrations, May 1974 (a grant presentation ceremony) and September 1 (a commemorative historical ceremony and band concert).

Been active participant in numerous projects including Harvard Square information center committee, Logo display - Harvard Coop, Thanksgiving Proclamation ceremony - First Parish and First Congregational Church, Fort Washington restoration, funding for the Historical Commission's Diorama Project, stamp issuing ceremony (this March).

Entered 5 grant proposals for the current round of State funding.

Been initiator and coordinator of \$10,000 "private" family gift, and a \$2000 Chamber of Commerce contribution (with the assurance of contributions in 1975 and 1976).

These are some of the major achievements and activities of the past year.

The coming year will be busier and even more productive. Bicentennial interest and celebrations will be at their height. The major celebration for Cambridge will be July 4, 1975, when the Cambridge Bicentennial Corporation, the Rotary Club, and the Association of the United States Army will jointly sponsor a morning parade, afternoon pageant, evening banquet and ball to

celebrate General Washington's assumption of command of the Continental Army on the Cambridge Common and the 200th anniversary of the United States Army.

Other celebrations include the Knox Trail re-enactment (working with the Massachusetts State Bicentennial Commission), and The Arnold Expedition (jointly with Somerville).

Projects with Community Schools, Christ Church, Cambridge Historical Commission, and the Cambridge Art Association are in preliminary stages. We are presently working with the Chamber of Commerce, Historical Commission, American Revolution Bicentennial Administration, Massachusetts State Bicentennial Commission, and Boston 200 in the coordination and exchange of bicentennial information.

A receptionist has been hired through the CETA program to handle increasing visitor traffic.

Ideas for new projects, activities and celebrations are investigated almost daily. Many of these ideas will be developed and will become a part of this Corporation's bicentennial program. I think I can say that the Corporation members feel, and I agree, that much has been accomplished to date.

In the months to come, the Corporation expects to make the most of the mounting enthusiasm for the bicentennial to help give the citizens of Cambridge a new kind of pride in their city.

# **COMMUNITY DEVELOPMENT DEPARTMENT**

James L. Farrell, Assistant City Manager

In July, 1974, the Community Development Department was established – bringing the Model Cities Administration together with the Planning and Development Department, and setting the framework for closer working ties with the Housing and Redevelopment Authorities, as well as with other City departments involved in community development services. During Fiscal 1974, significant progress was made on a wide variety of environmental fronts, including capital improvements programming and budgeting, economic and manpower development, Model Cities, comprehensive planning program, Kendall Square, Harvard Square, zoning, transportation, open space, housing, Community Development Block Grant Program, and many other community development functions and concerns. A summary follows.

## **CAPITAL IMPROVEMENTS PROGRAMMING AND BUDGETING**

Technical service was provided to the City Manager's Office in the preparation of the City's fifth and sixth 6-year Capital Improvement Programs. Major strengthening of the capital programming and budgeting process was achieved through the expansion of opportunities provided to Community Development Department staff members for assisting with program implementation on a year-round basis. Work carried forward included the High Schools Project as the largest single element in the capital program. Also significant were large-scale recreation and open-space improvements in twenty-three areas throughout the City. Other projects included off-street parking improvements – in particular, construction start-up for the Central Square Parking garage; continued progress on the City's \$15 million sewer improvement program; a \$500,000 expenditure toward completion of the Water Master Plan (with all work financed by user fees, not the property tax); a modern communications system for the Fire Department; and a major renovation of the City infirmary.

## **ECONOMIC DEVELOPMENT AND MANPOWER**

The Department strengthened its planning support for the City's economic development and manpower programs. Work done served as a catalyst for the establishment of an economic development operations function under the City Manager – known as the Office of Economic Development. Among staff products were: (1) an Economic State of the City report; and, (2) determination of industry types that can meet Cambridge objectives in the Kendall Square Urban Renewal Area.



## MODEL CITIES

The Model Cities Administration worked both to bring to fruition the efforts of earlier years and to extend to a city-wide basis its pilot programs having broad applicability. Specific program activities included local Model Cities lobbying efforts for Community Development Revenue Sharing legislation; Groundbreaking for a Model Cities-financed Children's Center at Columbia and Hampshire Streets (Neighborhood Facilities Program); Rehabilitation of twenty Model Neighborhood homes; Occupancy of fourteen low cost condominium two-and-three bedroom units sponsored by the Model Cities Administration; Award of scholarships for travel to Israel, Iceland, Great Britain and Africa to five Model Neighborhood Area High School students under the Educational Expedition International/HEW Program; Final designs for open space projects at Donnelly Field, Main Street, and Hampshire/Elm Streets approved in concert with Model Cities Board; Funding of new Cambridge Food Cooperative for 2,500 Cambridge residents; Relocation Grant of \$200,000 for tenants of Cambridge Association of Spanish Tenants Housing Development under MHFA; and participation in the funding of Housing Planning Program for expansion of Model Cities Housing Rehabilitation and Conservation Program city-wide.

## COMPREHENSIVE PLANNING PROGRAM

During Fiscal 1974, the Community Development Department initiated a Comprehensive Planning Program for the City - the earlier (1957) Master Plan having been rendered largely obsolete by unforeseen developments, as well as by insufficient staff and program resources to keep it up to date. Background data collection and analyses were undertaken, leading to the program's first report, *The City's People*. Departmental reorganization resulted in reorientation of the program toward greater citizen involvement and larger staff commitment. A draft "Policy Framework" was developed; and issue papers were prepared to summarize and sharpen the focus on the major quality-of-living concerns of the program (e.g. housing, transportation, jobs, schools, recreation facilities and open space, commercial centers, etc.). Neighborhood profiles were prepared for use in the start-up of neighborhood comprehensive planning meetings.

## KENDALL SQUARE PLANNING PROGRAM

In a landmark program, the Department consolidated its staff with that of the Cambridge Redevelopment Authority to provide broad-gauged technical support to the Council-appointed Kendall Square Task Force. Replanning of the 23-acre Kendall Square Urban Renewal Area to provide maximum feasible "Blue Collar" job opportunities for Cambridge citizens - the mandate

given to the Task Force – resulted in the development of detailed recommendations contributing to a new plan ultimately endorsed by the City Council.

## HARVARD SQUARE PLANNING PROGRAM

Perhaps at no time in its near 350-year life has the Harvard Square sector of Cambridge faced so concentrated an environmental challenge as now posed by three impending developments of major scope; the Red Line transit extension through Harvard Square to Alewife Brook and Arlington Heights; the Kennedy Library/Museum and associated uses; and the Nutting Road mixed-use complex. The Community Development Department has continued the City's strong response to this challenge via staff and consultant technical support to the City Manager's Harvard Square Development Task Force. A series of draft reports were prepared and issued jointly with the Task Force. Also prepared were How To Get Out of Harvard Square in a Train – an in-depth analysis of Red Line extension issues in Harvard Square; and An Across-the-River Parking Facility – a proposal, now undergoing thorough study, for providing Harvard Square with a remote parking lot and shuttle-bus connector.

## ZONING

Continuing technical assistance was given to the Planning Board in its zoning work. Major studies involved “down-zoning” of several streets – as a continuation of the City's neighborhood-based trend toward cutting back developer opportunity to sharply modify the existing character of Cambridge environment. Other studies included preparation of an ordinance providing greater control of fast-food establishments; drafting a revised ordinance for sign control; background work on a zoning plan for Massachusetts Avenue; and recommendations to the Planning Board on zoning for the Kendall Square Renewal Area. Among other staff zoning projects, the Kentucky Fried Chicken case was notable in providing a prototype for the exercise of “design review” by the City. The staff also gave technical assistance in the processing of a citizen proposal for an “Environmental Impact Review Board”.

## TRANSPORTATION

The Department's Transportation Division teamed up with the Department of Traffic and Parking to work closely with citizen groups, City officials, and representatives of the Cambridge Transportation Forum, the Chamber of Commerce, the Universities, neighboring municipalities, and the State, in a wide variety of projects aimed at providing better transportation for the City. These included, principally, the Red Line Extension; the Boston Transportation Planning Review; the



State/EPA Clean-Air Transportation Control Plan; the planning and start-up of the Minibus and Huron Towers transit service; preparation of a report on MBTA's bus service in Cambridge; the setting up of the Cambridge Transportation Forum -- a concept developed from the Department's report How To Improve the Transportation Planning Process in Cambridge and other Small Cities; the Inman Square Parking Project; in-depth technical assistance to the Harvard Square and Kendall Square planning teams; technical assistance to the City Manager and Water Board in the Route No.2 Relocation Project -- a State highway program threatening Hobbs Brook, the City's major water resource; a bicycle facilities program; bus shelter program; technical assistance to the City Manager on the MBTA Advisory Board, and to the Mayor on the U.S. Conference of Mayor's Transportation Committee; service on the Joint Regional Transportation Committee; and work on Alewife Brook Parkway traffic and related transportation problems.

#### OPEN SPACE PROGRAM

An active open-space development program was conducted, in which several projects were completed and a large number of new projects begun or carried forward. The largest project was the Cambridge Common renovation, which will provide a focus for Bicentennial activities, as well as a major park and playground of high quality.

#### HOUSING PROGRAM

The housing staff worked toward completing studies needed by the City as a basis for determining major policies for the future. Continuing its Housing Needs in Cambridge series, the staff worked with consultants to complete Volume III-Market Rate Housing, and completed Volume IV-Part I-Housing Supply as well as Volume IV-Part 2-Exterior Building Conditions. Technical assistance was provided to the City Council Committee on Rehabilitation and Conservation, with particular emphasis on setting up an on-going housing rehabilitation and conservation program for the City, under a Housing Rehabilitation Administrator. Current work involves preparation of the Housing Assistance Plan for the City's Community Development Block Grant program.

#### COMMUNITY DEVELOPMENT PROGRAM

Staff members completed the five-year Community Development Program, funded through a series of Federal (HUD) grants totalling approximately \$750,000. The Department's Summary Report: An Inventory of Products covers work accomplished in fourteen categories: Administration; Study Design; Goals and Summary Report; Planning Information Systems;



Housing; Human Development; Economic Development and Manpower; Transportation; Utilities; Community Facilities; Administrative and Fiscal Studies; Area Studies; Model Cities; and Youth Resources Bureau. A major share of the Department's overall planning work from 1968 on was funded by HUD as part of the Community Development Program. The City benefited greatly from this expansion of its planning resources at a time of particular need. Among many examples are: the transportation work that was so instrumental in protecting Cambridge from the carving knife of new cross-city thoroughways; the start-up of an economic development program; the human development studies, with their particular emphasis on the problems of the elderly and minorities; and the Harvard Square studies, which gave the City a needed "upper hand" in determining the future of an area so great in both historic and current significance.

#### OTHER WORK

Additional department functions included: preparation of the City's 1972 annual report; preparation of special base-maps for the Water Board; mapping and graphics work for general City use, as well as for specific departments and agencies working with the Community Development Department; processing of the City's request to the Legislature for increased parking facilities bonding authority; participation on the Cambridge Economic Opportunity Committee Board of Directors; preparation of Social Characteristics - Volume II; and background work for the Federal Community Development Revenue Sharing program.

## CONSERVATION COMMISSION

Commissioners: J. E. Robinson, Chairman

Ruth C. Birkhoff, Vice-Chairman

Sallie von Henneberg

Kelly McClintock

Stuart Lesser

Associate Commissioners: Kaki W. Aldrick

Wilson Rains

Robert Yarno

Elizabeth Kline

Elliot Rhodeside

The Cambridge Conservation Commission is affiliated with the Massachusetts Association of Conservation Commissions and has the legislative authority (Conservation Commission Act. G.L. Ch. 40, Sec. 8C) to promote and develop natural resources, including acquiring land for open space and recreation, and to protect the water resources of a community.

In view of the unique nature of an urban Conservation Commission, we have chosen to broaden the scope of our activities to include the review of some development proposals, horticulture education, recycling and others which are detailed below.

Another function of the Commission is to maintain a liaison with the Harvard Square Task Force, Kendall Square Task Force, Water Board, the Joint Regional Transportation Committee and the Hobbs Brook-Cambridge Reservoirs Task Force by having a Commissioner or Associate that meets with each group.

Specifically, the Commission has been involved in the following public service activities since January 1973:

### I. WETLANDS

The commission has legislative authority (G.L. Ch. 131 Sec. 40) to regulate the development of wetlands, including river banks. Public hearings are required before any dredging, filling, etc., can proceed.

### II. LAND ACQUISITION AND DEVELOPMENT

Riverside Press Site Since mid-1974, the Commission has been working with the Community Development Department and the Riverside/Cambridgeport community to obtain state and federal funding to purchase the 4.5 acre Riverside Press site for use as a recreational area. As of this writing, the application for funding is in final form for submittal to the Department of Natural Resources.

J.F. Kennedy Library/Museum In May 1974, the Commission held an open meeting with C.E. Maguire Associates, the firm conducting the Environmental Impact Statement for the proposed Library complex. The purpose was to articulate to the Maguire staff the Commission's concerns and priorities primarily regarding open space, vegetation and pedestrian circulation and how they might be affected by the complex.

The Commissioner, who is a member of the Harvard Square Task Force, will assist us in reviewing the final EIS so that we can issue a statement relative to the Library's impact.

Harvard University The Commission reviewed the Harvard University Interim Long Range Plan and articulated the importance of maintaining public green open space in Cambridge's neighborhoods. The Commission also stated that any proposed alteration to neighborhoods' open space due to University expansion should be completely detailed in the final report. In addition, we felt that a justification for any expansion should also be detailed.

Kendall Square Based on national statistics that show the City well below open space and recreational standards, the Commission recommended in May 1974 to the City Manager that at least five contiguous acres of open space be included in the Kendall Square development.

The Dump In 1972, the Commission received a Ford Foundation grant to hire a landscape architect to work along with the Community Development Department to articulate open space needs in a land use plan for the Dump. A report, Cambridge City Dump Site Re-Use Analysis was published in May 1973.

At one point, it was proposed that the new High School be located on the Dump, but now that an alternative location has been chosen, it is hoped that the Dump will be developed along the lines of the study.

Transportation We have been asked to review many transportation issues in the City including: the Red Line Extension; Route 2 re-alignment; Environmental Protection Agency's Transportation Control Plan; and parking alternatives for Harvard Square.

### III. COMMUNITY SERVICE AND VISUAL IMPROVEMENT

Recycling Since October 1972, the Commission has assisted the Department of Public Works in planning, publicizing and implementing curbside collection of newspapers and bulk metal items. The DPW Commissioner feels that citizen participation has been good and the project is an integral part of the City's solid waste management program.

Gardening Education "You Can Garden in Cambridge" was the theme of an educational exposition sponsored by the Commission held at City Hall in March 1974. Horticulture groups were invited to put up information booths; the City printed educational material for distribution. It is estimated that over 500 people attended this one-evening program.

Street Trees The Commission continues to work with the DPW to implement a long range program of adding trees where needed.

Horticulture Classes In conjunction with the Science Department, we have sponsored indoor garden programs in elementary schools as well as teacher workshops. We have also sponsored gardening classes for the Community Schools program.



## HISTORICAL COMMISSION

Charles M. Sullivan, Executive Director

Chairman: Robert G. Neiley

Members:	Dwight H. Andrews	William B. King
	Arthur H. Brooks Jr.	Hugh M. Lyons
	James F. Clapp	Mrs. Charles M. Pierce
	Charles W. Eliot II	Joseph G. Sakey

During this report period the Historical Commission published Old Cambridge, the fourth volume in its Survey of Architectural History in Cambridge. The book has enjoyed a brisk public sale and, as with the other volumes in the series, royalties have been returned to the City treasury. Work on volume five, Northwest Cambridge, proceeded on schedule with research, photography and writing all to be completed by Associate Survey Director Arthur Krim and Researcher Robert Nylander. Study uncovered the existence of a pre-Revolutionary structure, the much-altered but still recognizable Abraham Watson House on Sherman Street. This house was built about 1751 on Massachusetts Avenue near Cogswell Avenue, and is thought to have served as a field hospital for those wounded during the British retreat from Concord on April 19, 1775.

During the past year and a half several notable buildings and sites in Cambridge received national recognition. The entire Cambridge Common Historic District was added to the National Register of Historic Places, as were the William Brattle House, the Dexter Pratt House, Fort Washington and the Old Harvard Yard, bringing the number of Cambridge buildings or sites on the Register up to seventeen. Listing in the National Register of Historic Places affords protection from adverse effects of federally funded building projects as well as giving national recognition of historic and architectural value. Early in 1974 the Longfellow House on Brattle Street was taken over by the National Park Service and will be maintained and operated by them as a National Historic Landmark.

Administration of the four historic districts presently protected under the Commission's Historic District Ordinance continues to require a large proportion of Commission and staff effort. A number of proposed changes were reviewed, modified and approved. The Commission worked closely with the Planning Department on the renovations to the Common, with the Public Works Department on new lighting for the Longfellow Park, and with the Traffic and Parking Department on a new system of street signs which will include the historic names of streets laid out before 1775 as well as those of today.

In addition to its regular services of information and advice on historical matters to many City departments, private property owners and researchers from other areas, the Commission staff conducted a workshop on historic district establishment and administration at a state-wide conference organized by the Bay State Historical League. Liaison was maintained with the School Department and assistance given on a curriculum for teaching local history. Mutually advantageous contacts were maintained with the Massachusetts Historical Commission, the National Park Service and the National Trust for Historic Preservation. Miss Amy Cohen resigned as Executive Director in order to pursue studies in Architectural History and was succeeded by Mrs. Polly M. Rettig.

In 1973, the Commission began to develop a program of historic markers for buildings and sites in preparation for the Bicentennial Celebration. The Commission staff also began work on an historic preservation and neighborhood conservation policy plan for the City.

In 1973 Albert B. Wolfe, founder and chairman of the Commission since 1963, retired after a decade of devoted, creative and inspiring leadership for which the City will always be in his debt.

# **MANPOWER ADMINISTRATION**

Allen Toothaker, Director

The Operational Planning Grant enabled the City of Cambridge to prepare for and obtain (together with its sister communities of Somerville, Arlington, Watertown and Belmont) prime sponsor designation under the Comprehensive Employment and Training Act of 1973. This D.O.L. grant award was the culmination of a five year effort on the part of the City of Cambridge to develop capacity to design, implement and administer federally funded manpower programs for citizens of the consortium area. During these five years, Cambridge used its position as a potential sponsor to bring together the five communities into a common planning and service area for manpower programs. With the receipt of this Operational Planning Grant from DOL and our designation as a MAPC, Cambridge began the FY 75 planning period with every intention of developing and operating a comprehensive employment service system under provisions of the Comprehensive Employment and Training Act of 1973.

In the past year the OPG funded staff made substantial progress toward establishment of an area wide comprehensive manpower through:

1. Development of a written memorandum between the communities of Arlington, Belmont, Watertown and the cities of Cambridge and Somerville. The agreement created the legal framework for operation of a manpower service consortium;
2. Facilitating the preparation of a FY 75 Comprehensive Manpower Plan. This plan when approved by D.O.L. insured an operational consortium prime sponsorship of manpower programs under the CETA legislation;
3. Designing service system structure for the consortium manpower programs;
4. Assisting with the recruiting and training of a staff for area programs. This included design of a manpower information system for the reporting of program activities that met D.O.L. requirements;
5. Completing a restructuring of the Cambridge MAPC which brought it into line with regulations established under the CETA legislation;



6. Designing a central administrative staff structure for the consortium and the selection of a staff acceptable to member communities;
7. Developing a subgranting document for contracting with the selected operating agencies;
8. Assisting the consortium to decide on operating agencies;
9. Planning and operating a summer employment program throughout the consortium;
10. Preparing all subgrants for the CETA Title I programs operated under jurisdiction of the consortium;
11. Assisting in the preparation of public service employment grant requests;
12. Providing on-site technical assistance and training to staff hired to operate CETA programs in consortium communities;
13. Developing a Board of Directors responsible for the setting of policy direction and goals of the EMHRDA consortium.

These achievements demonstrate that the City of Cambridge made good use of the \$25,000 D.O.L. Operational Planning Grant. The OPG work was done in a short eight months. There can be no doubt regarding the accomplishments of the OPG staff, when you realize that they created a five-million dollar manpower service system covering five communities projecting to serve over 3000 unemployed and disadvantaged people. This achievement alone is strong evidence that the Cambridge OPG met its goal and objectives.

The grant award made development and implementation of a regional manpower delivery system possible.

## **OFFICE OF ECONOMIC DEVELOPMENT**

Michael D. Moser, Director

Creation of the Office of Economic Development and Manpower (OEDM) was ordered by a unanimous vote of the City Council in mid-1973. Behind Council's concern were reports showing an alarming number of firms and jobs leaving the City. Many of these losses could have been avoided by a decisive City economic development effort. In response to Council's concern, OEDM was formed in late 1973. Permanently located within the Executive Department, OEDM is an expression of the City's highest concern for the business community.

Basically, OEDM seeks to retain existing jobs and selectively recruit new jobs by providing an extensive array of highly tailored services. On one hand OEDM provides businessmen with a central point of reference in City Hall. With one phone call, businessmen can get answers to problems involving zoning, public works, assessing, licensing, traffic and parking, and engineering - to name a few. On the other hand, OEDM responds to the critical needs of expanding, or newly-locating clients, with extensive information on available floor space and sites. In addition to site location OEDM offers financial assistance to certain kinds of firms through revenue bonding or identification of investment capital sources. OEDM also works closely with the Community Development Department to evaluate and respond to all types of commercial and industrial development proposals.

The year 1974 was one of relative stability and recovery for Cambridge. Through the direct efforts of OEDM, there were no significant losses of firms. Charles Stark Draper Laboratory, Inc. announced plans to construct 450,000 feet of space, which will nearly double the office, research and laboratory area in Technology Square. Several other firms announced plans to construct or occupy around 250,000 feet of space. The City also enacted an important revenue bonding statute, the Industrial Development Financing Authority, to assist manufacturers in expansion. Presently OEDM has good prospects for the creation of around \$10 million in taxable facilities.

## **PUBLIC WORKS DEPARTMENT**

Conrad Fagone, Commissioner

The Public Works Department is the most diversified area of City Government. It comprises 14 divisions and approximately 450 employees. It operates 160 pieces of equipment.

**RUBBISH DIVISION:** This division collected over 42,000 tons of rubbish in this 18-month period. Six new trucks were purchased and the operation changed from an eight-hour day to an incentive basis resulting in faster collections. The recycling system was expanded with the addition of a truck for metals as well as paper recycling.

**GARBAGE DIVISION:** The efficiency of this division was created by using two less trucks and yet collecting some 20 tons per week.

**STREET CLEANING:** In April 1974 a comprehensive street cleaning program dividing the City into ten sections was initiated superceding an indiscriminatory plan and presently every street in Cambridge is swept once a month, on an odd-even day program. The main routes and squares are swept each night.

**PARKS AND FORESTRY DIVISION:** The forestry branch trimmed 1778 trees which consisted of removing dead wood, and low branches and limbs overhanging private property. 267 dead or dangerous trees were removed and 61 sidewalks were repaired where the roots of trees had raised the walks. The planting of 253 trees, all balled and burlapped, was done throughout the City on sidewalks, parks and playgrounds, and five Christmas trees were placed in various squares.

Two months of insect control spraying was part of our program for the year. Five months of line clearing by the Asplundh Tree Company for the Electric Light Company was supervised by us.

The gardening branch of the division took the routine maintenance duties of lawn, flower beds, fences, shrubs and walks. We also maintained the plowing and sanding of walks in the parks, schools, and around public buildings. Park benches were constantly repaired and replaced as needed throughout the city.

The Cambridge Common was renovated by an outside contractor and supervised by the Forestry Department. Approximately 55 large trees of various varieties and 50 shrubs were planted. In addition, a new sprinkler system was installed. The gardens for the citizens of Cambridge in the rear of the Infirmary were fenced in and more plots were added. Also three new areas were opened up due to the demand. They were in the Rothenburg, Lopez Playground and Hovey Street. The Gore Steet ball field was renovated and top dressed and reseeded.

The greenhouses supplied all our outside bedding plants for the flower beds. We also gave the various schools and libraries plants as needed.



**SEWER DIVISION:**

**Sanitary Sewers:** One-thousand sanitary sewers were serviced, approximately five-hundred were blockages from citizen complaints. The others were normal maintenance. Flushing out sanitary lines, mostly dead end lines or flat grade lines was carried out during the year. Eleven-hundred sanitary lines were flushed and any defects in sanitary lines were recorded and corrected.

**Manholes Service:** Two-hundred and fifty manholes were checked out and cleaned. All regulator manholes were checked periodically and serviced. Approximately 90 defective manholes and catch basin covers were replaced or secured.

**Catch Basins:** Fifteen-hundred and sixty-two catch basins were cleaned in 1974. Eight-hundred and fifty catch basins drains were rodded, approximately one half were citizen complaints. Most catch basin drains were flushed weather permitting. Checked City Pumps, pumps at Grove Street, Harvard Tunnel, and New Street are checked every two weeks.

**CAMBRIDGE CEMETERY:** The following activities and revenue in this Division is as follows:

96 Lots and graves sold	\$24,000.00	
571 Burials	50,390.00	
485 Evergreens	4,850.00	
191 Foundations	7,989.80	
1 Removal	75.00	
1 Tomb	20.00	
	<u>\$87,324.80</u>	
274 Perpetual Care	\$117,632.30	
Interest from Perpetual Care Fund	<u>50,000.00</u>	estimate
	\$167,632.30	
Total in Perpetual Care Fund	\$767,585.99	
Total Number of Interments	78,178	

Vandalism and thievery still exists in the cemetery. Although this is a problem, it still isn't as extensive as you hear about in other cemeteries.

Extensive drainage was undertaken and completed this year. This alleviated serious flooding problems which were encountered.

Trees, shrubs and ivy covering has been planted along some bankings. This helps bring down maintenance costs. More work along these lines is planned for this year.

Some tree work has been done. There are still more trees to be pruned or taken down altogether. New trees have been planted in some areas.

Development of land for the sale of graves continues. The City policy of selling at time of death and to Cambridge residents only, will help to keep graves available for many years.

The regular work of the cemetery is carried out to keep up the overall appearance of the grounds. This entails grass cutting, removal of unsightly shrubbery and the general cleanup of the grounds.

**STREET CONSTRUCTION:** This has been a productive period for this Division made possible by inter-Department Cooperation and coordinated with the Traffic and Police Departments.

A total of 74 streets were re-surfaced and 16 streets were permanently patched. This includes adjusting of water gate boxes, manholes, catch basins and related work. In addition the PWD contract installed 3,245 square yards of new sidewalks.

Many improvements were made in the City Yard including gas tanks and pumps installed, new islands, a base for the salter hanger, safety precautions plus general cleaning.

**EQUIPMENT REPLACEMENT DIVISION:** Thirty-five new pieces of recreation equipment in the Fulmore, Lopez and Maple Avenue play areas. Twenty-six basketball equipment installations or repairs were made in seven recreation areas. Four tot lot areas were equipped with new equipment.

**BUILDING DEPARTMENT:** All stairs at City Hall were renovated to original condition with new solid oak stairs and all floors retiled with vinyl asbestos material. New entrance rugs were purchased for conditioning public areas of the Hall in inclement weather.

**GENERAL MAINTENANCE:** Several City areas requiring chain link fencing were repaired or replaced. During this period some 250 street signs and posts were replaced or repaired. This division provided plumbing services for all major City buildings, excluding schools. The PWD answered 390 emergency calls of all types and the Department office is manned 24 hours, seven days a week including radio equipped vehicles.

**HEAVY CONSTRUCTION EQUIPMENT:** Our division is primarily concerned with the operation of the Payloaders, Gradall and Heavy Trucks. This equipment is used most of the time in conjunction with other divisions. Our men and equipment are used in construction projects such as: tot lots, cutting out old water cuts, raising and lowering curbs, and cleaning up hot top and cement from sidewalk projects. In addition, our loaders and some of the crew are used to pick up debris left on the streets by our sweepers. Also, during the fall season many hours are consumed cleaning up leaves in the street. We do many fill-in odd jobs such as picking up logs after the tree crews, etc.

During the winter, depending upon the severity of the weather, our main job is snow-plowing, removal of snow, and ice work. We remove snow and ice from city squares and church areas. We plow city streets and clean intersections. Loading salters, piling up salt and sand, and sanding sidewalks around city buildings and parking areas.



## **CAMBRIDGE REDEVELOPMENT AUTHORITY**

Thaddeus R. Beal, Chairman

Arthur W. Botelho, Vice-Chairman

Gustave M. Solomons

Robert W. Rowland, Executive Director

Accomplishments in the Wellington-Harrington neighborhood improvement area and the release of Federal Section 312 loan funds for property owners after a 22-month freeze, were among the highlights of 1973 and the first six months of 1974 at the Redevelopment Authority.

Stepped-up activities and financing, including a set-aside of \$329,000 in Section 312 funding for seven weeks (providing three (3) percent rehabilitation loans) brought the 18-month totals in rehabilitation work to \$548,309 on 154 dwelling units. There were 25 conventional loans (\$250,000), 19 Section 115 grants (\$40,209) and 16 Section 312 loans (\$294,100). The total of rehabilitation expenditures in the Wellington-Harrington area since the project inception in 1968 had been \$2,227,000, involving 606 dwelling units, seven non-residential and 25 mixed-use structures.

Wellington-Harrington and other Authority funding through HUD for urban renewal projects contributed \$2.2 million - more than half of the City's first-year hold-harmless Block Grant level of about \$4.1 million under the new Federal revenue-sharing Community Development Act.

The seventh year of Just-A-Start, the Authority's work-service-study program in Wellington-Harrington, was underway in late June of 1974. During annual 12-week summer programs, Just-A-Start has employed more than 125 young people, the majority of them neighborhood residents; in housing rehabilitation, beautification, building security, cleanups, and operation of public recreation areas and sports activity leagues, as well as extensive seminar and training programs. There also has been a school-year phase for the past three Fall seasons, providing for employment of more than 15 Cambridge work-study students and 22 Metropolitan area volunteers.

The Wellington-Harrington Citizens Committee, appointed by the City, continued to provide year-round guidance to the implementation of the Wellington-Harrington program.

The Authority in July, 1973, sold a deteriorated house at 27 Union Street to the citizen-controlled Just-A-Start Corporation, and J-A-S workers gutted out and completely rehabilitated the building, using work-study teams and providing substantial manpower training experience. The house was sold in October, 1973, to Lionel and Brenda Foster, one of 13 families among the finalists from 29 applicants. The Foster family lived as tenants in the Wellington-Harrington area for 13 years before purchasing this home.



Just-A-Start, in 1973, received a Distinguished Service Citation from Keep America Beautiful for its production in housing rehabilitation, recreation, community services and volunteer labor contributions.

Also in Wellington-Harrington, construction of a new Immaculate Conception Rectory on Windsor Street was completed in November, 1973. The Authority had acquired title to the property, demolished the old Rectory, and reconveyed title to the cleared site to the Archdiocese of Boston.

The Authority gave the City right-of-entry on the former Blouin building site at Columbia and Hampshire Streets, and a Neighborhood Facility was under construction in 1974. The City received a HUD grant of \$249,200 toward the expected \$373,800 cost of development. Guidance for the development has been provided by the Authority under terms of its technical assistance contract with the City.

Late in 1973, MHFA issued a site approval and made a mortgage commitment in the amount of \$1,155,906 for 45 units of Linwood Court housing in Wellington-Harrington to be rehabilitated for low and moderate-income families.

The Wellington-Harrington Development Corporation, comprised of local area residents, secured a public housing leasing commitment from the Cambridge Housing Authority for 50 percent of the units.

In mid-1973 the City Council rejected the Authority's multi-purpose concept plan for Kendall Square and approved appointment of a Citizens' Task Force that would work with the Authority toward maximizing blue collar and non-professional white collar jobs in the 24-acre urban renewal site. Authority staff has worked with the 34-member Task Force and with a city-directed technical staff.

As 1974 reached the midway point, it appeared a City Council land-use decision for the 11-acre quadrangle (surplus NASA land) and the 13-acre triangle was imminent.

The Task Force, in May, 1974, voted 8-2 to recommend a low-density, limited mix-use development plan. Other plans for City Council consideration included a so-called Neighborhood Plan, offered by the Kendall Square Business Association, M.I.T., and the East Cambridge Planning Team.

City Manager James L. Sullivan, returning to the office in April and citing Kendall Square as a top priority, also was preparing a land-use plan at the Council's request. The Manager indicated the

only substantial variance between his plan and the Neighborhood Plan was in the area of market-rate housing. The Manager would include housing if it were the only way in which a developer could put a viable development together. The Neighborhood Plan proposed 500 units of housing.

In early 1974, the Authority was actively cooperating with Cabot, Cabot and Forbes in providing Kendall Square cleared land for parking and construction equipment and material storage areas in connection with the construction of the new \$30 million Draper Laboratories complex in Technology Square.

Occupancy of the 240-unit Walden Square development complex was underway in March, 1973. The Authority had acquired the nine-acre site of a former City Stable, abandoned asphalt plant and a brickyard for a city-approved joint venture of The Interfaith Housing Corporation, comprised of churches in the City, and The Cambridge Corporation, as the housing sponsors.

The Authority made in lieu of tax payments to the City of \$143,527.52 for its renewal area properties in Kendall Square and Wellington-Harrington in the calendar year 1973.

In addition, the Authority has presented checks to the City totaling \$63,021.65, covering the first six months of 1974 for these properties.

Since 1965, the Authority, with approval from the Federal Department of Housing and Urban Development (HUD), has remitted \$1,042,462.30 to the City in lieu of taxes.

The City also is receiving \$176,689.76 in annual State urban renewal assistance grant payments for 1973 and 1974. Over a 20-year period, the City will receive some \$1,700,000 in State contributions (nearly \$700,000 to date) toward the local share of renewal and redevelopment costs for five projects undertaken here.

### **3. Human Resources**

Civic Unity Committee, Community Schools, Council on Aging, Health and Hospitals, Library Services, Recreation, Schools, Veteran's Services, Youth Resources Bureau.





## **CIVIC UNITY COMMITTEE**

Clorae Evereteze, Executive Director

In the past eighteen months the Civic Unity Committee has been very busy assisting many publics and agencies to foster a better relationship between all ethnic, social and religious groups within the city.

We have assisted in several functions for the elderly by way of providing volunteer services, information, referrals, buses and general help when needed. We have donated Christmas baskets to extremely needy cases within the City, also securing the funds from private concerns to defray the costs.

We have assisted the Cambridge Public Library in the preparation and presentation of programs relating to Black History and in the dispersion of information of other programs sponsored by the Cambridge Public Library.

We have worked closely with agencies dealing with youth (Youth Resources Bureau, Recreation, Community Schools, etc.) both in the area of information and advice, and in programs designed to help alleviate problems, etc.

We sponsored an annual seminar entitled "Youth, Drugs and Alcohol" for clergy and agencies dealing with youth and their problems.

We assisted the Cambridge Chapter Red Cross in some of their work such as Blood Drives, a picnic for the veterans in a Veterans' Hospital, information, referral, etc.

We assisted Roosevelt Towers and other public housing developments when called upon with advice, information, referral, etc. We have also tried to bring about a reform in public housing which would be more beneficial for its tenants. This included assistance in programs that were provided at Roosevelt Towers such as a Red Cross First Aid and Safety Course, nutrition, family counselling, legal help, Mini-Employment Center, etc.

## **COMMUNITY SCHOOLS**

Barbara Hansel, Director

Improving the quality of human living throughout the entire Cambridge community has been the underlying philosophy and motivating force of the 1974-75 program instituted by the system of Community Schools in the city of Cambridge, Massachusetts.

The coordinators and staffs of the fourteen Community Schools have sought to be responsive and flexible in meeting the needs and interests of the residents in the various school districts served.

The Community Schools, in serving as centers for community life and as bases for neighborhood activities, have established themselves as vital assets in maintaining cohesiveness and sustaining interaction among neighborhood residents.

The spectrum of age groups utilizing the program and activities range from pre-school through senior citizens. Each school has established its age-group priorities according to the makeup, needs and interests of the particular neighborhood it serves.

Successful programs cover a wide variety of areas including: pre-schools; after-school programs; summer camp; folk dancing; guitar lessons; sports; gymnastics; karate; astrology; furniture refinishing; Girl Scouts; photography; woodworking; teen and pre-teen drop-in centers; education courses (high school equivalency preparation, English as a second language); tutoring; automotives; bartending; ballroom dancing; senior citizens hot lunch program; women's discussion groups; movies; roller skating; African dance and drumming and radio training.

As an integral part of the general nature and purpose of its program each school perseveres to remain susceptible to innovation and continual adjustment to the needs and desires of the neighborhood it serves.



## COUNCIL ON AGING

Charles Moore, Chairman

Robert P. Wheatley, Executive Director

January 1, 1973 marked an important date in the life of the Council on Aging and for the elderly of Cambridge. It was the formal beginning of the Somerville-Cambridge Home Care Corporation, a multi-service agency serving seniors in both cities. The Council on Aging and the City of Cambridge were co-sponsors of and participants in the Interagency Committee on Services to the Elderly, which group of professional workers with the elderly was responsible for the planning and hard work that resulted in the formation of the S/C Home Care Corporation, one of the first seven started by the State Executive Office of Elder Affairs. Now entering its third year, the HCC provides a wide range of supportive services, such as homemaker, chore, therapy, nutrition, legal, etc., to elderly in situations of need or emergency in order that they may remain at home rather than be forced into a hospital, nursing home, or other institution.

One of the important functions which the Council continued to perform was in its role as sounding board, advisor, or jury when new projects or ideas for services to the elderly were being considered. Its advice and opinions were sought on such projects as a Community facility in West Cambridge, a drop-in center in Harvard Square, a "hot-line" in Central Square, and expansion of a hot lunch program. Through its efforts an enlarged panel of seniors continued to act as advisors on equipment and furnishings for the 199 units of the Green-Franklin-Pearl elderly housing complex under construction in Central Square. Council members, after having previously having helped in the design and planning of the buildings, attended dedication ceremonies during the year of three MIT-built elderly housing complexes and one other for seniors. Their participation in the Health Stations Crisis Coalition was contributory in having one Neighborhood Health Clinic located in an elderly housing building. Their efforts were also helpful in obtaining a second Star Market shopping bus as well as helping Stop and Shop plan its two buses in a similar service.

In October, 1973, Mr. Robert P. Wheatly was hired as Executive Director. Since that time, the office has been able to steadily expand its Information, Referral and Counseling functions. At Christmas, 1973, the Council on Aging for the first time sponsored and scheduled the appearance of a variety of volunteer entertainers and programs in a number of nursing homes, hospitals, and the City Infirmary.

A Professional Workers Advisory Committee was formally recognized and meets monthly to exchange information and plan ways to be of assistance to the City's elderly. The Activities

Directors of ten nursing homes began meeting under the sponsorship of the Council and now regularly plan combined activities for their residents. A meeting of representatives from most of the clubs and drop-in centers was held, and strongly endorsed the concept of forming a Senior Citizens Advisory Committee and becoming affiliates of the Council on Aging. A similar idea was endorsed by a group of clergymen in order to have Cambridge churches seek new ways of being helpful to the elderly. And, at the State level, members of the Council on Aging were, individually and collectively, strongly supportive of and worked hard to help bring about the establishment of the first Department of Elder Affairs in the United States, Jan. 1, 1974. Beginning in January, 1974, the Council exerted considerable effort to publicize the Federal and State subsidized income program for seniors, the SSI (Supplemental Security Income), and has assisted many to enroll.

## HEALTH & HOSPITALS DEPARTMENT

Dr. James B. Hartgering, Commissioner

This period was a difficult time for most hospitals in the nation. The unprecedented rise in prices throughout the economy had a particularly strong impact on the cost of large quantities of food, fuel oil, textiles, and petrochemical supplies.

However, while many health institutions were forced to lay off personnel and/or curtail services, Cambridge Hospital not only managed to maintain its existing level of community health services, but was also able to absorb increased consumer activities as well.

The Cambridge Hospital has been granted full accreditation by the Joint Commission on Accreditation of Hospitals, and its employees cited for their dedication to the principles and standards of excellence for its patients' care and services.

The hospital-based educational programs continued their growth with over 300 applicants for 12 internship positions, as well as increased applications in medical and x-ray technology. An affiliation in nursing was established with Northeastern University, complimenting existing affiliations with Boston College, Boston University, Somerville Hospital, and Youville Hospital. Medical students from Tufts and Harvard continued their rotation at Cambridge Hospital as well as pharmacy students from Northeastern University, and social work students from Simmons College and Boston University.

Major increases in activities were experienced in the area of Ambulatory Services, particularly with respect to the Emergency Room and the Neighborhood Health Clinics. In an effort to meet these health needs three additional ambulatory service units were opened in Riverside, Cambridgeport, and at the Martin Luther King School.

Community service to the Cambridge Hospital was evidenced by the marked success of the hospital's expanded volunteer program. Students, senior citizens, housewives, and others contributed more than 2,000 volunteer hours-per-month to a wide variety of hospital activities which, coupled with the continued services of the Friends of Cambridge Hospital, added substantially to the personal dimension of caring for patients.

The Infirmary has been operating as an 88 bed Intermediate Skill (Level III) Nursing Home; the facility is licensed and regulated by the Division of Medical Care, Massachusetts Division of Public Health. Reimbursement for patient services comes primarily from the Massachusetts Department of Public Welfare. During this eighteen month period 47,253 patient days of care have been given; publicly aided patients accounted for 42,683 or 90.3% of these days and private pay patients



accounted for the remaining 9.7% or 4,570 patient days. It is noteworthy that it was during this period that the Infirmary's operations became fiscally self-sustaining for the very first time. Expenditures for the period were \$834,255.01 and off-setting revenues were \$924,422.33.

On June 20, 1974 we embarked on a renovation and expansion program which will increase bed capacity by 82% and expand the scope of patient care services available to City residents by inclusion of Skilled Nursing Care and post Hospital Extended Care Services. Upon completion of this project the Infirmary will be the largest Skilled Nursing Facility in the Cambridge area and will be capable of providing a broad range of convalescent and rehabilitative services.

**CODE ENFORCEMENT AND SANITATION: Bernard W. Hill, Senior Code Enforcement Inspector**

COMPLAINTS	1,782
DWELLING UNITS INSPECTED	5,674
DWELLING UNITS DECLARED UNFIT	36
COURT TRIALS	21
COURT HEARINGS	213
LEAD PAINT INSPECTIONS	145

**INSPECTOR OF ANIMALS: John J. Murphy Jr., D.V.N.**

1. There were 245 reports of persons bitten by animals in Cambridge in 1974. All animals whose owners were known were placed under quarantine for a period of ten days as required by Chapter 129 of the General Laws of the Commonwealth.
2. There were 7 animals which died during quarantine, or before examination, as a result of accidents or other causes. The heads of these animals were taken to the Wasserman Laboratory where the brain was examined for evidence of rabies. All were negative.
3. There were no cases of rabies in Cambridge during the year. It should be noted that all medical doctors are required by law to report animal bites promptly. This they are not always doing.

## **LIBRARY SERVICES**

Trustees:	Daniel Collins, Chairman	Robert J. Haynes, Treasurer
	Alma Boudreau	Olive M. Johnson, Secretary
	Pricilla H. Dunn	Joseph G. Sakey, Supervisor

The 1973-1974 years were the most eventful and significant in the one hundred and twenty-five year history of the Cambridge Public Library.

In 1973, we broke ground in the Green-Franklin-Pearl Streets area for the new Central Square Branch. The eighteen months found all parties working diligently towards the completion of the new building.

Nineteen hundred and seventy-three was the first year in over sixteen years that the Library Board has been without the services of Anna P. Butler who suddenly passed away. Miss Butler was a conscientious and effective Trustee. She will be missed by the Trustees, the staff, and the patrons of the Cambridge Public Library.

Mrs. Priscilla H. Dunn was appointed to the Library Board in June 1974. Mrs. Dunn, a life-long resident of Cambridge, and a long time teacher in the Cambridge School System will be a strong asset to the Board.

### **BICENTENNIAL**

Perhaps the most significant event was the inauguration of the Heritage of a City - A Bicentennial Prelude Series designed to bring together all of the people of our city to an understanding of their ethnic diversity. Associate Director Marguerite Lechiaro, Chairwoman of the events, is to be singled out for her leadership and ability.

### **SERVICES TO THE ELDERLY**

Services to the elderly continued to expand city-wide. Library service is now available to the senior citizen in his home, nursing home, drop-in center, housing project and City Infirmary. Over 19,000 books and materials were loaned to senior citizens through the above fashion.

### **DOWSE LECTURE SERIES**

The Dowse Series continues to be popular with Cambridge residents. West Africa, Grecian Holiday, Mediterranean to the Baltic, Life of Rome, together with a music concert were featured Dowse programs which attracted over 2,000 spectators.

## OUTSIDE EXHIBITS

Exhibits promoting library materials and services outside the library was an innovation: Careers for Women; Harvard Graduate School of Education; Careers Convocation; Cambridge Rotary Club; Problems of Youth; Civic Unity Seminar; Passport to Cambridge; and Boston Globe Book Fair met with a huge success and response.

## GENERAL PROGRAMS

General programs were outreach in nature and designed to meet with cultural or informational needs of our citizens. Black History Week, Towards the Year 2000 with Nathan Glazer, An Afternoon in Ireland, Cambridge Art Association, Watercolor Presentation by Joseph L.C. Santoro - Class of 1923, and Ticket to Peking were major programs which attracted over 2,100 persons.

## CHILDREN'S DEPARTMENT

During the past eighteen months, the Children's Room has striven to increase use of the library with more programming, collection building relevant to the community's needs, and increased service to local groups, a tribute to Donna Polhamus, Associate Librarian for Children Services.

Programs such as Musical Adventures for Children, plant workshops, bike workshops, and a children's author series have kept groups to one hundred and fifty involved and happy. Our continuing programs keep increasing until we have had 20-40 daily for story hour this summer and over one hundred for films.

The badly needed weeding of the teen-age fiction was begun in January. The attention we have given the picture book collection is already having noticeable results. We have planned a change of room arrangement that should make the collection much more cohesive.

We have attempted to provide many more services to the community groups. Workshops on storytelling, choosing books for children, books for summer programs, and sexism in children's literature have been given to mother's groups, daycare workers, and Recreation Department playground workers. We have also had displays and booklists for both children and adults interested in children's literature.

## REFERENCE AND READER'S ADVISORY

In the eighteen month period, January 1973-June 1974, the Reference Room has provided service on a minimum of 103,518 occasions, roughly 25% by direct personal assistance and 75% by



provision of an organized, up-to-date collection of materials for self-service. During the same period, The Reader's Advisors have been consulted approximately 28,500 times, giving a total combined record for the Reference Department of 132,018 occasions of service to the public. We salute Donald A. York, Associate Librarian for Reference Services.

37 booklists and 127 exhibits and displays have provided another form of public service, as has the filling of 34,569 magazine retrieval requests.

During this period, 224 Reference Books and 35 magazine titles have been added to the Reference Collection for a total of 3,435 books, 431 magazines.

#### AUDIO VISUAL DEPARTMENT

The Library received an \$18,000.00 grant for the setting up of a self-help language program for non-English speaking persons. Equipment, tapes and materials were purchased.

Continued expansion of senior citizens "outreach" programming from two sites early in 1973 to nine in June 1974, including drop-in centers, nursing homes, meal-sites, and elderly housing units.

Departmental programming included continuation of the "Adventure in the Arts" series. Live drama, musical performances, informal summer concert of flute and vocal music; and the "Armchair Adventures" summer slide and film series utilizing volunteer talents of local residents.

Cooperative ventures include continuing feature film series for children and adults with Community Schools.

Over 41,841 disc recordings were circulated, 31 cassette recordings, 4,447 8mm and 16 mm films, 542 art and sculpture reproductions, and over 11,000 books and periodicals. Films attracted a viewing audience of 78,443 persons.

#### BRANCH LIBRARIES

All branch libraries have made significant and major contributions to the quality of life in their communities.

School-Public Library cooperation resulted in a \$5,000.00 grant to the Fitzgerald School and North Cambridge Branch Library.

The Bookmobile continues to expand its hours. New outreach efforts at Jefferson Park, Rindge Towers, and Huron Towers will help to increase circulation.

The Field Branch has expanded its Portuguese collection and major efforts are being made to attract Portuguese citizens into the library. A bilingual program for children is also a continuing and successful effort to meet community needs.

Mrs. Mary Meenan, Branch Supervisor at Hill Branch, retired after forty years of service to the library.

The Observatory Hill Branch area, one of the high use areas in the City is served by a completely inadequate branch library. Action is mandated. This structure is physically and structurally unsound and dangerous to patrons and staff members.

The Library will present a building and action program with recommendations to the City Manager and the Library Council in the 1975 year.

#### CENTRAL SQUARE BRANCH

The planning of the new Central Square Branch and the selection of furniture and equipment has been completed.

The present timetable calls for the occupancy of this new facility in July-August 1975 and opening in September 1975.

## **RECREATION DEPARTMENT**

Paul G. Cowles, Superintendent

**SENIOR CITIZENS:** Fifteen hundred Senior Citizens representing 15 clubs and in addition 1,500 Senior Citizens serviced through trips, drop-in centers, bowling leagues, gala summer picnic, ceramics and other programming.

Emphasis by Recreation Department will be toward Seniors living in Senior Citizen Housing projects.

**SWIMMING POOLS:** One indoor pool operated during school year evenings and Saturdays, and daily during the summer; plus one outdoor pool and finally a portable pool represent the available facilities.

Learn to Swim programs, Diving classes and other instructional programs in addition to free swim attract over 75,000 "visits" each year.

**PLAYGROUNDS:** Thirty seven play areas supervised each summer during the school vacation with organized programs including crafts, dance, athletics, special events, tennis classes. A training program prior to the start of the season helps to prepare workers for their summer job. A free lunch program sponsored federally provided twelve hundred (1200) lunches each day. A Cambridge boy, Michael Paine, was the Massachusetts Hula Hoop winner and competed in the regional finals in Philadelphia. A special Fourth of July celebration including races, ice cream and other treats is a favorite with hundreds of youngsters.

**SPECIAL NEEDS PROGRAM:** A pre-school class as well as a school age class of special need people take part in a program provided daily during the summer. The school age group continues after the summer program with a daily program the balance of the year. The Cambridge-Somerville Mental Health group help the pre-school youngsters during the balance of the year. Many of the above youngsters are retarded and it is of special interest to staff of the Recreation Department, including volunteers who have been working with these youngsters to see the progress which now enables these retarded youngsters to go horseback riding, bowling, participate in gymnastics, take trips to such interesting places. An annual Halloween party is put on by the Cambridge Elks.

**PHYSICALLY HANDICAPPED:** Although their number are few, approximately twelve children were sponsored in an organized program.

**ATHLETIC LEAGUES:** Seventy-five softball teams during the summer, and fifty basketball teams during the winter are assisted despite scheduling difficulties. A need continues to exist for more softball sized fields. The Recreation Department likewise assists the four Little League baseball divisions by providing facilities and subsidizing cost of umpires.



**STREET HOCKEY:** A strong interest in almost every neighborhood of the City. A special street hockey league was organized during the fall of '74 for girls.

**TENNIS:** Another strong interest is in the area of tennis. Cambridge has thirteen public courts only with four of these lighted and there is an urgent need for additional courts to satisfy the demand.

**TEEN CENTERS:** More than 200 teenagers are serviced daily throughout the year with the teen center programs. Teen Centers are located at Rindge Shelter, Hoyt Shelter, Longfellow School, Henry Street, and 644 Cambridge Street. Basically the centers provide a drop-in type program and are equipped with pool tables, ping pong tables, televisions, juke box and other popular equipment. Occasionally more structured type activities do take place such as trips, hiking, classes for special interest groups, counselling, and related programs of interest to the teens. One of the Teen Center directors participated in a drug education course at Yale; another Teen Center worker went through the winter training program with the Appalachian Mountain Club.

**GYMNASTICS:** Another new popular interest on the part of boys and girls from seven years of age on up. Five locations are currently used in sponsoring gymnastic classes. One half of the large gymnasium at the War Memorial is used all day every Saturday for this purpose.

**ICE HOCKEY:** Twenty-five ice times rented from the M.D.C. each week during the winter. More than 200 active youngsters are skating in this program. The Recreation Department works in conjunction with Cambridge Youth Hockey for the entire hockey program.

**INDOOR CENTERS:** Many of the school facilities are used by the Recreation Department during the winter for indoor activities. Group games, boxing classes, movies and a variety of programs are organized for neighborhood youngsters.

**WOMEN'S EXERCISE:** Another popular program. Nearly 100 women are present each Tuesday and Thursday evening at the War Memorial gym for these classes from 7:30 to 8:15 P.M. In addition exercise classes are conducted at six other locations.

**SKATE SWAP:** Another "one shot" program aimed to help families in need of replacing ice skates for their youngsters.

**GOLF COURSE:** This is a popular course which is self-supporting yet provides a great deal of enjoyment for many people. New plantings, including trees and bushes were put in during 1974.

## VETERANS' SERVICES

Pasquale L. Reale, Director

The Veterans Benefits and Services Department offers services to veterans, their widows, orphans and dependents in preparation and presentation of claims for benefits under the various local, state and federal statute. The Department has also continued to provide photocopies of military records and discharges, notarial services, and information on the procedure for burial aid and the filing of claims for pensions. The Department serves as liaison between the veterans organizations and the City. The types of services include Veterans Benefits and Eligibility.

### FINANCIAL STATEMENT

ORDINARY BENEFITS .....	\$608,198.10
FUEL .....	43,896.00
NURSING HOME .....	221,607.37
DOCTOR .....	66,250.30
MEDICAL .....	64,549.19
HOSPITAL .....	272,990.51
DENTAL .....	11,337.28
MISCELLANEOUS .....	52,933.11
TOTAL .....	<u>\$1,341,762.16</u>

50% of the financial assistance is reimbursed by the Commonwealth. There are approximately 400 cases handled monthly by this Department.

The Department worked on 443 applications, 173 for Non-Service Connected Pensions; 72 for Service-Connected Disabilities; 160 for Widow's Pension; 25 for Aid and Attendance; and 13 for Dependency and Indemity Compensation. 385 of the applications have been approved and the applicants have been awarded \$574,826.89 in benefits. This amount is paid by the Federal Government.

In 1973-1974 there were 78 burials in the Veterans' Lots of the Cambridge Cemetery: 11 in the W.W. I Lot; 56 in W.W. 2 Lot; 6 in the Korean Lot; and 5 in the Vietnam Lot.

Seventy-eight Government Grave Marker Applications were taken. This Department also handles the task of Welfare Burials for the City of Cambridge.

The Department also administers the headquarters' program for veterans Organizations, supervising the leasing and rental of meeting places for veterans groups. We have 17 veterans organizations in the City; seven whose quarters are in various municipal buildings and 10 to whom we have supplementing rentals.

Thirty applications for the State Burial Allowance were filed. Payments to 22 of the applicants amounted to \$5,500. Eight applications are still pending.

The Memorial Day program is co-ordinated and directed by this Department. The veterans' graves in the various cemeteries and Streets and Squares named in honor of deceased veterans were decorated by the veterans organizations. Memorial ceremonies were held at the Cambridge Cemetery for all deceased veterans of the City.

The Department has also continued to help numerous veterans eligible for various benefits provided by the enactment of the new G.I. Bill on March 3, 1966, in obtaining information and assistance pertaining to Educational Assistance, Home Loans, Medical Care, Job Counseling and Placement, Burial Flags, Federal Employment preference and other Federal benefits they may be entitled to.

This Department also provided applications and assistance to veterans and their dependents in obtaining the Massachusetts Veterans State Bonus provided for by Chapter 646, Acts of 1968. This law provided that veterans, who had a legal residence in Massachusetts for a period of at least six months immediately prior to their entry into the services, and, who have had six months of active duty between July 1, 1958 and prior to the termination of the Vietnam Conflict, be eligible for a payment of \$300 if they performed active service in the Vietnam area, and a payment of \$200 for all other such veterans whose active service was performed within or without the continental limits of the United States in an area other than the Vietnam area.

Each November, the Veterans Administration sends out Annual Income Questionnaires which have to be filled out by the veteran and/or dependents receiving Pensions for the Veterans Administration. In 1973-1974, this Department assisted 308 veterans and dependents of veterans in filling in these forms.

This Department has the responsibility of granting special licenses for Tag Days to organizations engaged exclusively in charitable work and also to certain veterans organizations who meet the requirements stated under the General Laws, Chapter 101, Section 33.

The Veterans Benefits & Services Department also assisted veterans and their dependents in obtaining benefits from the Social Security Administration by processing approximately 225 applications for the Social Security Implementation program.



## **YOUTH RESOURCES BUREAU**

Kerry V. Saravelas, Director

The Youth Resources Bureau continued its emphasis on greater cooperation with Police, Courts, Schools and other human service agencies. In its reorganization, full time positions were created to work closely with other agencies. Outreach Workers are now supported by a full time Police/Court Liaison, an Education Coordinator, a Human Services Coordinator, a Group-worker/Caseworker, and a Youth Employment Program. In addition, the YRB is a member of The City Manager's Committee on Leisure Services and Recreation Planning (COLSARP). Each week, the YRB Director meets with the Directors of Community Schools, Recreation Department, and the Library to bring about more coordinated and cooperative programming throughout Cambridge. Line staff members also meet weekly in six neighborhoods with line staff of other COLSARP agencies towards the same end.

### **POLICE COURTS**

The YRB Police/Court Liaison has worked closely with the Chief of Police, the Director of the Police Academy, and members of the Police Association towards the creation of a closer working relationship, especially in neighborhoods displaying a high incidence of juvenile delinquency. Also, the YRB, the Police and the Probation Staff of the Third District Court of Middlesex County, are currently planning the publication of a pamphlet for youths and their families describing the Juvenile Justice System in Cambridge and the legal rights of youth.

### **HUMAN SERVICES**

In June, 1974, the YRB, in cooperation with Cambridge Community Services, published CONNECTIONS-PART I, a Directory of Services for Youth in Cambridge. The emphasis of CONNECTIONS I was on Recreation and Leisure Services. Part II is currently in the planning stages and will contain detailed information on Education, Child Care, Employment, Health Services, Counselling Services, Police, Courts, and Legal Services, etc. CONNECTIONS I was distributed free of charge to all public and private agency staff members working with youth, as well as to community residents.

### **YOUTH EMPLOYMENT PROGRAM**

The Youth Employment Program continued its efforts of finding permanent "Career Ladder" jobs for "hard to place youth" ages 16-22 years. Between June 1st, 1973 and December 31st, 1974,

385 youth (241 males and 144 females) were placed in full time jobs. 26.5% of these were high school dropouts; and 23.8% had known Court Involvement. 226 additional youths (133 male and 93 females) were placed in summer jobs during the summer of 1973 and 1974.

#### OUTREACH SERVICES

The Outreach Component continued to offer direct counselling services to youth 10-18 years. Approximately 662 youths were served by the Outreach Staff during this period. Heavy emphasis has been put on closer cooperation with other public and private agencies, especially Community Schools, Recreation Department, and the Library through weekly discussions. (eg. COLSARP)

## **4. Public Safety**

Building, Electrical, Engineering, Fire, Licensing, Pole and  
Conduit Commission. Police, Traffic and Parking, Water  
Board, Weights and Measures.





# BUILDING DEPARTMENT

Charles F. Sprague, Commissioner

NUMBER OF:	Building	Plumbing	Gas	Elec.	Heating	Elev.	Total
Permits	1210	688	570	2686	66	93	5313
Inspections	1259	1722	977	6481	67	80	9586
Violations	235			110			345
Complaints Investigated	287	51	30	551	5		924
Places of Assembly Inspected	126			595			721
Special Reports, Day Care, Nursing Homes, Etc.	69			163			232
Requested Inspections	123	1775	1025	246	67		3236
Reports, Fire Department	62	22	25				109
Time Permits				147			147
Inspections (Time Permits)				143			143
Board of Appeal, Postings & Hearings	89						89
Tests Made		587	473			392	1452
<b>TOTAL</b>	<b>3460</b>	<b>4845</b>	<b>3100</b>	<b>8516</b>	<b>205</b>	<b>565</b>	<b>20691</b>

## **ELECTRICAL DEPARTMENT**

William H. Crocker, City Electrician

The Department made significant progress during this 18-month period. The interior fire alarm system remodeling which began in 1970 continues with the ordering of a five circuit print recorder. New flooring, acoustical tiling, painting and a direct fire alarm line connection to the Harvard University fire alarm system. This will allow the Cambridge fire alarm office to give better service to the Harvard University buildings.

The exterior fire alarm system installed 16 new fire alarm boxes, and installed extensive underground cabling in the Harrington School area due to vandalism, and 5,000 feet of new overhead cable was installed in various parts of the city. Two new three-quarter ton trucks were added.

The Electrical Department installed outside lighting in many problem areas including the Harrington School, Tobin and Kennedy Schools and other city-owned buildings. The Gore Street Playground had extensive relighting along with Sennott Park, Silva Playground and other areas including small parking lots, etc. A complete vandal alarm system with direct lines to the Police Department and private monitoring system was installed at the Harrington School.

The Cambridge Common is in the process of a complete relighting project for the Bi-Centennial. This was possibly the largest and most extensive undertaking by the Electrical Department in many years. A thirty-six foot bucket truck was obtained early in 1974 which added greatly to the efficiency of this Department.



## **ENGINEERING DEPARTMENT**

James F. Rice, Acting City Engineer

The Department has staked out 28 street lines, given 158 grades, prepared 105 plans, 5 topographical surveys, prepared 4 profiles, contributed to 2 impact statements and three environmental protection reports.

The engineers staked 5 athletic fields, prepared 18 plans for court and responded to 10 summonses. We also submitted estimates for Inman Square Fire House repairs, produced 2 easements and descriptions. Approved 25 utility reviews, laid out one storm sewer, drafted 12 architectural plans, issued 12 new street numbers, fixed 8 communication control locals, reviewed 25 plans for structural compliance, issued permits and inspected 75 sewer connections, and ran 5 circuit bench levels.

### **POLLUTION REMEDIES STUDIED**

Anti-pollution work was done by the department during 1974 in co-operation with personnel from the Metropolitan District Commission and the State Board of Health. Other work of the department included active participation in and supervision of the City's Mosquito Control Program.

Surveys of the Walden and Huron Avenue Bridges were made. Structural plans prepared. Presently efforts by the Law Department are being made to transfer these bridges to State Agencies. This is a worthy effort since the Huron Avenue bridge is in need of major repairs.

## **FIRE DEPARTMENT**

William J. Cremins, Chief

The personnel of the Department consists of one Chief, 13 Deputies, 14 Captains, 48 Lieutenants, 234 Fire Fighters, 1 Mechanic and 2 Secretaries.

The following promotions were made:

### **LIEUTENANTS**

William W. Lusk, Jr.

Harold J. Travers

John J. O'Donaghue

William A. Ridgely

Lawrence Ferazani

George E. Blomquist

Stanley T. Kotowski

Donald J. Redding

Arthur L. Largenton

Timothy J. O'Leary

### **CAPTAINS**

Thomas A. Byrne

William F. Murray, Jr.

Thomas F. Sweeney

James V. Rafferty

### **DEPUTY CHIEFS**

Edward J. Griffin

Ralph W. Chapman, Jr.

Ernest A. Gelinas

Richard C. Cully

We mourn the passing of fire fighter John A. Clark in the line of duty on January 12, 1974.

Twenty-five new fire fighters were appointed to the Department.

### **APPARATUS**

No new apparatus was purchased since 1971. Apparatus must be replaced and, with the inflationary spiral, the delays mean more thousands of dollars expense to the City. From the standpoint of public safety, it is a risky situation when major apparatus is 25 years old. We are approaching a situation when it will be impossible to repair and we have no reserve apparatus to take its place. In one of the busiest fire fighting cities in the nation, this is asking for serious trouble.

### **FIRE STATIONS**

Another period has gone by and the hope of new fire stations has not been realized. We have been reviewing plans and expect to have obstacles overcome so that these desperately needed

stations may be a reality. Ladder Company No. 2 (built in 1890) Portland Street and Engine Company No. 3 (built in 1895) Third and Gore Streets are recommended to be consolidated into one station in the Court House area. Engine Company No. 7 (built in 1894) Kendall Square should be in the Fulkerson-Binney Street area near the railroad and with direct access to the Wellington-Harrington area.

At this time, while the Riverside area has ample open spaces, the City should put aside an area large enough to replace Engine Company No. 6 (built in 1890) at present on River Street. With this single fire station should be a garage and suitable quarters for the Electrical, Fire Alarm and Radio divisions, so that their material, equipment and vehicles could be garaged and stored there. At the present time, their vehicles and equipment are stored at fire stations and are seriously impeding the operations of the Fire Department.

We are still proposing that suitable acreage be set aside in the New Street area for a future fire station and training facility. We have been working with and receiving excellent cooperation in this regard from the Planning Department.

Just a reminder that our newest fire station is 41 years old.

## HIGH RISE BUILDINGS

In 1973, as President of the Massachusetts Fire Chiefs' Association, I devoted a great deal of my effort to work with Fire Commissioner Kelley and Chief Paul of Boston to pass the State Sprinkler Law. Practically all the Fire Chiefs in the State were behind this bill and it was enacted into law effective March 1, 1974. This will solve many of the problems of Cambridge in the future erection of such buildings. Every building of over 70 feet will have to have full automatic sprinkler protection throughout. This will take the question of this decision out of the hands of those who know little of the problems of fire protection and who opposed me, in the background, for trying to have fire-safe buildings.

## HYDRANTS AND WATER SUPPLIES

Hydrants continued to be flagrantly blocked by motorists and cause fire fighting to be obstructed on many occasions. Cambridge is one of the busiest fire fighting cities in the nation and, according to the National Fire Protection Association, is now probably the most congested city in the nation.



**Incidents: (total response in the 18-month period by Department Unit)**

Aerial Tower No. 1 . . . . .	3,036
Ladder Co. No. 2 . . . . .	1,922
Ladder Co. No. 3 . . . . .	2,273
Ladder Co. No. 4 . . . . .	2,046
Engine Co. No. 1 . . . . .	1,842
Engine Co. No. 2 . . . . .	2,367
Engine Co. No. 3 . . . . .	1,643
Engine Co. No. 4 . . . . .	1,925
Engine Co. No. 5 . . . . .	3,102
Engine Co. No. 6 . . . . .	1,349
Engine Co. No. 7 . . . . .	1,685
Engine Co. No. 8 . . . . .	2,046
Engine Co. No. 9 . . . . .	1,338

The Rescue Squad showed an increase in responses consistent with the increase in the total alarms of the Department and in this period responded to 6,765 incidents.

The Rescue Company continues to reflect the spirit of the Department and is most appreciated by the citizens of Cambridge. The Emergency Medical Training programs in now reality and the Rescue Company is perhaps one of the largest in the nation in EMT.

The Department in this period responded to fires in other cities and towns under mutual aid agreement 567 times.

The total number of Multiple Alarms in Cambridge in which the Department participated totalled twenty-six.

We are pleased that the Reverend Francis J. Mazzeo, Pastor of Grace Methodist Church, continues as Protestant Fire Department Chaplain and Reverend Thomas M. Curran of St. Mary's Parish as our Catholic Chaplain.

The Department's Training Division is involved not only in in-company drills, but also is in charge of instruction in new specialized equipment which the Department receives. Day and night drills are combined with post-incident analysis and daily operation suggestion from members of the Department.

## LICENSING COMMISSION

William J. Cremins

Francis S. Pisani

John R. Sennott, Jr.

Phyllis A. McLaughlin, Secretary

This Commission issues upwards of 12,000 licenses per year, including all liquor licenses, taxicabs, cab drivers, unliquored restaurants, car dealers, lodging houses, open-air parking, storage of flammables and gasoline stations to mention but a few.

The total income for the Department (January '73-June '74) was over \$371,240.00. Approximately one third of all licenses issued one year transfer ownership, change Corporate Officers, transfer stock, make alterations or other changes which then require that the original application procedure must be repeated.

The Commission holds Public Hearings every Tuesday afternoon at which applicants for licenses must appear. These hearings average about three hours with the resulting writing of the decisions, reports to the State Alcoholic Beverages Control Commission and a copy of the Minutes of the Meeting. A total of some 50 hearings are held each year. In addition to 16 categories in the alcoholic categories, these licenses cover 38 other categories from antique shops to used car dealers. Over 6,100 licenses were granted during this 18-month period, plus 300 miscellaneous one-day licenses.

## **POLE & CONDUIT COMMISSION**

Conrad Fagone

William Crocker, Jr.

John R. Sennott, Jr.

Phyllis A McLaughlin, Secretary

The Pole and Conduit Commission was established by a Special Act of Legislature, Chapter 213, Acts of 1928. The Board consists of the Commissioner of Public Works, the City Electrician and the Chairman of the License Commission. The Secretary to the License Commission also serves as Secretary to the Pole and Conduit Commission.

The duty of the Commission is to hold Public Hearings on the petitions of all Public Utilities and on occasions, private industries or individuals for the erection of poles for the transmission of power and for all underground conduits, sub-stations, manholes and tunnels.

All abutters must be notified by mail stating the time, date and place of the hearing.

Upon approval of the petition by the Commission, the grant is accorded the applicant and there is a subsequent billing.

The Commission meets the first Thursday of each month and processes approximately 100 to 120 petitions each year.



## **POLICE DEPARTMENT**

James R. Reagan, Chief

The following appointments were made to the Police Department during this period: Patrolmen Bruce D. Cromwell, Spencer Franklin, Lawrence Stead, Martin S. Pimental, Dante DeCain, Joseph A. Pepin, Thomas F. O'Connor, James L. Whitfield, Roland T. Folger, Timothy F. McCusker, James M. Roscoe, and Cecil M. Wright.

In addition promoted to Captain were Lawrence J. Brutti and Francis A. Pisani. Advanced to Lieutenant were: Alphaeus Yetman, Jr., Anthony G. Paolillo, Edward D. Stanton and Alan D. Hughes.

The organization as of June 30, 1974 consisted of one Chief; six Captains; 15 Lieutenants; 20 Sergeants; 237 Patrolmen; 37 School Traffic Supervisors; two Parking Control Officers; two Police Matrons; 17 Police Cadets; and 10 civilians.

During this period intensive training of Officers and Patrolmen continued. Men from this Department attended courses in Basic Drug Abuse; Narcotics and Dangerous Drugs; Boston Police Training Academy; Emergency Medical Training; NEACP Command Training Institute; Communications School; Community Service for Officers; K-9 School; FBI Course in Crisis, Kidnap, Hostage and Violence; FBI Firearms Training; Breathalyzer School; Campus Police; Crime Scene Search Training; Traffic Institute Planning Workshop; plus several other conferences, seminars, and workshops. Every member of the Department receives 40 hours of in-service training.

### **COMMUNITY RELATIONS**

Believing that open lines of communication between police and citizens help both sides to become better equipped to improve police responsiveness to the immediate effects of crime and to help marshal community resources, the police-community task force concept was adopted in this period. Five local task forces are now in operation and it is expected to be expanded to cover eleven areas in the immediate future. Since the adoption of this concept in March of 1973 more than 150 police-citizen dialogues have successfully been held covering such vital areas as youth, security in public housing, street lighting, patrol activity and other serious concerns. These task forces are self-organized and a police officer attends each session.

### **BUREAU OF CRIMINAL INVESTIGATION**

This Bureau made 9,098 investigations and 1,362 arrests. The Narcotic Unit made a total of 658 investigations and 201 arrests.

## FEMALE ARRESTS

During this 18-month period a total of 417 women were apprehended for a variety of offenses.

## ACCIDENT BUREAU

This Bureau processed 6,008 motor vehicle accidents in this period. There were 1268 investigated for leaving the scene after causing property damage or personal injuries. There were 111 Court appearances and 604 hearings held at the Accident Bureau.

## CAMBRIDGE POLICE ACADEMY

The Cambridge Police Academy is approved by the Criminal Justice Training Council in accordance with Chapter 41, Section 96B of the Massachusetts General Laws.

On February 12, 1974 the City of Cambridge was awarded grants 72-011A and 73C-189.011 by the Committee on Criminal Justice for use in the Cambridge Police Academy from February 12, 1974 to June 30, 1975. Amount of the awards totalled \$ 66,000.00 in Federal monies, with an additional \$ 2,000.00 to be provided by the City of Cambridge as matching funds and \$ 3,333.00 to be provided by the State of Massachusetts. The major goal of the project funded by the grants was to improve the overall ability of the Cambridge Police Department to upgrade the professional skills and capabilities of police officers in the areas to be serviced.

In order to accomplish the project goal, a number of objectives were established for the Police Academy training programs. Considerable progress, as outlined in the following report, was made during 1974 toward meeting the objectives of the project.

The Director of the Academy during this period was Captain Francis Pisani and Assistant Director was Lieutenant Anthony Paolillo.

The Recruit Training Program was service - and community - oriented. In keeping with this orientation, the course focused on developing an understanding of the behavioral sciences and community relations, as well as an understanding of the impact of federal, state, and local laws and policies on police work, and on developing law enforcement proficiency skills. Each officer received eighteen college credits from Massachusetts Bay Community College upon successful completion of the program.

Instructors for the Recruit Training Program were selected from universities in the Boston and Cambridge areas, the Federal Bureau of Investigation, local hospitals, major Boston newspapers, the Massachusetts State Police, and the Massachusetts Registry of Motor Vehicles, as well as from the



Cambridge Police Department. In an effort to increase the officer's awareness of the needs of the community, representatives of organizations serving a variety of Cambridge residents discussed their goals with the officers.

The 1975 Recruit Training Program was implemented to all officers.

The Cambridge Police Academy, through Massachusetts Bay Community College, continued its college-credit program leading to an associate degree in law enforcement. This program is open to every member of the Department and served seventy-five officers enrolled from January through May, 1974. The officers attended college classes held at the Academy on weekdays evenings and on Saturday mornings through this program.

#### CRIME PREVENTION BUREAU

The combined efforts of this Bureau in conjunction with the Bureau of Criminal Investigation and the Uniform Branch resulted in 526 boys and 83 girls between the ages of seven and seventeen years being brought before the Juvenile Court. A total of 986 complaints against boys and 96 girls, a total of 1,082 complaints were issued. This Bureau has made referrals to other agencies as well as the Juvenile Court.

This Bureau has brought 117 adults, male and female, who were over the age of seventeen before the Third District Court on a variety of offenses.

In the Intake Process in the Third District Court 112 boys and 30 girls were processed. This program is intended primarily as a non-stigmatizing, innovative processing of juveniles who commit minor crimes for the first time, and, unfortunately, the minor crimes are very limited ones. These juveniles would otherwise have been considered juvenile delinquents, but are without any record whatsoever if they perform as told by probation officers and approved by the justice of the juvenile court.

This Bureau, as best it can, has had a continuing operation to try and keep gaming to its lowest level. There have been nearly 800 visits (unannounced) to various establishments resulting in 27 arrests being made on gaming charges.

#### BUREAU OF INSPECTIONAL SERVICES

This Bureau was established in 1971 and reports directly to the Chief of Police. It provides him with up-to-date information and intelligence concerning the internal and external services of the Department. Current policies and procedures are continuously reviewed and up-dated. All phases of the Department's operations, efficiency, and discipline are inspected, surveyed, and evaluated.



In this period the Bureau conducted over 600 investigations, including violations of dispensing alcoholic beverages, Sunday Law violations, gaming, dogs, neighborhood disputes, property destruction or improper safety measures, vandalism, and many other incidents, some not criminal but which are bothersome and nuisances to citizens in general.

A major concern of the Bureau is citizen complaint against police officers and during this 18-month period 117 investigations were made. The majority of these were unfounded, adjusted or withdrawn. Eight were recommended to the Chief for action.

### **BUREAU OF RECORDS**

This Bureau has the duty and responsibility of the proper staffing and efficient operation of the Records Bureau, Identification Bureau and the Communications Bureau.

The Bureau of Records maintains and keeps up-to-date the records of all crimes, arrests, parking and traffic violations, accident reports, warrants and all incidents received by the department. It has the duty to receive and safely keep any property or evidence which is to be used in court at future dates. Lost, stolen and recovered property is kept for proper disposition.

All uniform clothing and equipment used by officers of this department are issued by this Bureau and records kept of the same. All office and clerical equipment needed by other Bureaus are distributed in the same manner.

All motor vehicles used by this department are serviced and maintained through this Bureau.

Proper records as to dates of tune-ups, service, repairs, equipment, such as first-aid kits, etc., and washing of each vehicle are kept.

All applications for firearm permits and Firearm Identification Cards are processed through this Bureau, as are Sunday work permits, bicycle registrations, peddlers licenses and good conduct certificates.

### **BUREAU OF RECORDS AND IDENTIFICATION**

The armorer is assigned to this Bureau and he is responsible for the service and maintenance of all firearms used by members of this department. He is also responsible for all firearms turned into the Bureau by officers who have cases involving the use of firearms. These firearms are taken by the armorer to State Police, 1010 Commonwealth Ave., Boston, for ballistic tests and returned to the officer when the case is ready for trial.

The Communications Bureau has the responsibility of the receiving and dispatching of emergency

calls as well as general calls from the public. The dispatcher assigns and records calls given to sector cars and patrolmen with walkie-talkies. The N.C.I.C. Teletype is also operated by this Bureau.

The Bureau of Records has available all statistics on arrests, investigations, criminal and non-criminal summonses and receipts as well as facts and figures on every activity of the Department.

The Bureau of Investigation keeps statistics on all fingerprinting, photographics, and other areas regarding a permanent identification.

## **PLANNING AND RESEARCH**

This unit of the Cambridge Police Department has been charged with the responsibility for the gathering of facts relevant to the solution of particular problems, evaluation of alternative solutions, and detailing in advance the action to be taken in implementing desired changes. The unit has been involved in management planning, procedural planning and tactical planning. In an overview sense the unit feels that planning should be a mechanism by which the department adapts its goals, priorities, and resources to changing environmental and internal law enforcement needs.

At the present time the unit is being subsidized by Federal Funding. The following activities were carried out by the unit:

### **1. CRIME ANALYSIS AND REPORTING:**

The Planning and Research Unit has the responsibility of maintaining weekly crime indexes by location and time of incident. In addition the unit provides weekly crime information to the local newspaper.

### **2. CALLS FOR SERVICE ANALYSIS AND REPORTING:**

This activity encompasses sampling of calls for service and subsequently analysing the type, frequency, time, location and response characteristics of service rendered. The information derived from this research is then utilized in evaluation of current manpower allocation and utilization.

### **3. SECTOR EVALUATION PROJECT:**

The Planning and Research Unit, in July 1973, entered into a cooperative effort with Professor Richard Larsen of the Massachusetts Institute of Technology under a National Science Foundation

**Project.** The objectives of this project are:

- A. Evaluate the existing sector structure and coverage of the Cambridge Police Department.
- B. Develop and evaluate alternative sector structures which could be implemented by the Cambridge Police Department.
- C. Derive the manpower and equipment resources required and the subsequent allocation plan for implementing each of the alternative sector structures.

In addition to these projects the unit has also been involved with federal grant preparation, administration and evaluation. During 1973 four proposals were submitted to the Governor's Committee on Criminal Justice for funding. These projects were in the area of:

- 1. Street Crime Reduction
- 2. Police Training
- 3. Community Task Forces
- 4. Automated Information Systems.

Of these four proposals the Street Crime Reduction program was rejected by the committee. The remaining three either have been funded or funding is anticipated.

#### **4. FISCAL AFFAIRS:**

The Planning and Research Unit is responsible for maintaining fiscal control over all Federal Funds in the Police Department. In order that this task be adequately carried out the unit designed and implemented a financial accounting system which provides the necessary control and appropriate reporting information.

The Planning and Research Unit was also given primary responsibility for affecting the transition from line item to performance budgeting for the total department. The first phase of this transaction has been completed.

#### **5. ADDITIONAL ACTIVITIES:**

In addition to these activities the Planning and Research Unit devoted significant resources to the following:

- 1. Providing manpower allocation data to the International Association of Chiefs of Police.
- 2. Providing various other necessary information to the International Association of Chiefs of Police.
- 3. Developing a personnel record system for the Cambridge Police Department.
- 4. Carrying out various tasks as directed by the Chief of Police.



## AUXILIARY POLICE

This volunteer unit is comprised of eight Captains, eight Lieutenants, fourteen Sergeants, eighty-eight Patrolmen, which includes five women and nine Recruits for a total of one hundred and eighteen (118) active members.

Promotions in the Department were as follows: Sergeant Melville W. McTighe to the rank of Captain; Diamond J. Vergato, Robert G. Purvis, Dominic Musto and Harold Thompson to the rank of Sergeant.

A Jimmy Fund Drive was conducted by the men of this Unit and \$581.21 was collected in Jimmy Fund cans and sent to Chief Joseph B. O'Kane, Weymouth, Mass. State Chairman.

The Easter Seal Society, 14 Somerset Street, Boston was assisted by the distribution of Easter Seal kits throughout the City.

A training and re-training program was conducted every Wednesday evening September through June at the Guard Room, Police Headquarters, with instruction and films in Mass. Law and general Police procedure. This course is held from 7:30 P.M. to 9:30 P.M. with a question and answer period until 10:00 P.M. These sessions have an average attendance of 30 men, for a total of 3500 Man-Hours over the 18 month period.

A Rock and Roll Concert was held at the Cambridge Common from May 6, 1973 to September 16, 1973. 486 man-hours of this Unit was used to alleviate the traffic problems resulting in the immediate area from 12:00 noon to 5:00 P.M.

Our School Patrol visited the 18 schools in the City from 7:00 P.M. to 10:30 P.M. every evening and checked the schools for vandalism and/or open doors or windows. A complete report of same is made every night in the form of an activity sheet. This Patrol is comprised of at least two men in the car, with one of them an officer of rank.

Special training programs were conducted in "The Use of the Baton" drilling.

The Firing Range facilities at Police Headquarters were made available Tuesday, Wednesday and Thursday evenings from 7:00 P.M. to 9:00 P.M. under the supervision of Captain Ernest G. LaFlamme, Captain Earl L. Barbour and Captain Henry W. Lauziere. 500 persons used the range. 16,000 rds. of .22 ammunition was expended. 1550 targets were used. 280 hours of instruction were given by the Captains and their aides.

A total of 13,630 man-hours was contributed by the members of the Cambridge Auxiliary Police from January 1, 1973 to June 30, 1974.

## **TRAFFIC & PARKING DEPARTMENT**

George Teso, Director

The Department of Traffic and Parking has an annual budget of over \$500,000 with 36 full-time personnel and about 26 more working under Federal Programs. The Department utilizes two contractors, one is for the maintenance of traffic signals and the other is for the painting of the City's crosswalks. In the last year and one half the Department has worked with other Departments in exploring the possibilities of a parking garage in Harvard Square along with fringe area parking. A new parking garage will be completed in 1975 in Central Square. In August of 1974 a new municipal parking lot was opened in Central Square.

The Department has been continuing its efforts to expand Residential Permit Parking to all residential areas. To increase the effectiveness of this program and to alleviate other serious parking violations, the Traffic Department has recently hired nine Parking Control Officers, increased parking meter rates and parking ticket fines.

Another measure taken to help residents find parking spaces is in the agreement with Harvard University that allows Cambridge residents with appropriate stickers to use certain Harvard parking lots during non-school hours.

The Traffic Department has taken steps in many areas of the city to divert commuter through-traffic from neighborhood areas to the major streets. The Department has also obtained permits from the Massachusetts Department of Public Works to restrict truck traffic from using Blanchard Road at night and to restrict "through" trucking from using River Street, Western Avenue and Prospect Street at night and on weekends. The State also approved permits to lower the speed limits to 25 miles-per-hour on Walden Street and on Oxford Street.

In an effort to clean City streets the Department worked with Public Works by posting all city streets once a month for street cleaning. The Traffic Department working with the Planning Department and the MBTA has resulted in two new Bus lines in 1974 with one Bus servicing the Huron Towers area and the other one servicing the Jefferson Park - Ringe Avenue area.

The Traffic & Parking Department was given the responsibility to implement the Environmental Protection Agency's program for Clean Air. This means that the Department is responsible for setting up Public Meetings, implementing the necessary laws and to represent the City's point of view to the Federal Government.



## **WATER BOARD**

Superintendent: William H. McGinness

Members:	George Fantini
Thomas J. Begley	J. Carrell Morris
Ruth C. Birkhoff	Timothy F. White

The operations of the Water Department proceeded smoothly in this period. Continued progress has been made in improving both the treatment and distribution of water for the City in accord with the priorities of the master plan initiated a number of years ago. Adherence to the plans and schedule developed at that time will provide Cambridge with a continually better, reliable, high-quality water supply. There must be an on-going commitment to constructive maintenance and modernization of facilities even in time of inflation or recession to maintain superior quality and performance.

The following major improvements have been made to the Cambridge system. A 24-inch by-pass main has been laid around Brattle Square to permit providing water to the remainder of the City if some severe emergency should occur in the Harvard Square area. The cleaning and lining program enables us to maintain pressures and water flows better in those areas of Cambridge farthest from the treatment plant. The hydrant replacement program has been accelerated with the installation of 130 new valves and hydrants, so that the fraction of the total hydrants in the city renewed during the past ten years is now better than 60%.

Several other important projects are still in progress. Rehabilitation of the facilities for flocculation and sedimentation is nearing completion as is the installation of new controls, instrumentation and feeding equipment for the purification of our raw water supply. The dams at Stony Brook and Hobbs Brook are being rehabilitated and improved.

Much concern has been expressed recently on a national basis about the quality of the water being distributed to the citizens of our cities. Although the problems described, such as lead in drinking water, chlorination, etc., are serious ones in some locations, none of them is applicable to Cambridge. We must however, be constantly vigilant against accidental spills of oils or similar chemicals, due to increasing development and road-building, particularly into the exposed Hobbs Brook watershed, and that we need to maintain strong controls over the recreational uses of our reservations, and to prevent a degree of contamination that might require excessive chlorination.

To deal with these problems, your Water Board has maintained membership and contact with the task force responsible for environmental impact studies connected with the Route 2 project, as well



as a several month long study of salting of the highways around Hobbs Brook reservoir. Also, contact is being maintained with conservation committees and other interested citizens from the towns on the Hobbs Brook watershed to try to ensure most suitable utilization of watershed lands so that the quality of Cambridge water will not be impaired.

The recent passage of a Federal Water Control Act by the U.S. Congress will have the effect of imposing new responsibilities and requirements on the Cambridge Water Department and Water Board. We will be required to meet Federal standards for water supplies as well as State ones. If the act becomes law, as seems likely, there will be responsibilities for additional testing and reporting, requiring additional personnel and apparatus for its performance, and, thus, additional costs for water.

Two features of our present water system will need immediate attention to comply with probable Federal standards. The first is the uncovered treated-water reservoir at Payson Park. The covering of this reservoir is a project that has been needed for many years, but has been given low priority and delayed because the cost is great enough that a bond issue may be needed. Now, it may be essential to proceed promptly to avoid legal action by the Environmental Protection Agency.

The second problem is the occasional presence of excess concentration of manganese in our water. This is not deleterious to health, but does produce some of the instances of "brown water" that occur when the water mains are flushed. Treatment for removal of the excess manganese is not as expensive as covering Payson Park reservoir. The provision of equipment and controls for such treatment can be made through our current capital improvements financing and ought to be accomplished in the near future.

The inflated cost of materials and supplies as well as new restrictions for supervision and controls as designated by state and federal legislation, particularly, the Safe Drinking Water Act enacted by the Congress in December 1974 will result in an increased financial burden to the Department which will ultimately require an increase in cost of water to the community.

# WEIGHTS & MEASURES DEPARTMENT

Robert K. Laffin, Sealer

Scales sealed .....	1 245
Scales adjusted .....	.262
Scales condemned or not sealed .....	.25
Weights sealed .....	1 500
Gasoline meters sealed .....	.733
Gasoline meters adjusted .....	.91
Grease measures sealed .....	.86
Vehicle tank meters sealed .....	.33
Vehicle tank meters adjusted .....	.7
Oil bulk storage meters sealed .....	.9
Oil bulk storage meters condemned or not sealed .....	.6
Taxi meters sealed .....	.456
Cloth measures sealed .....	.15
Yardsticks sealed .....	.61
Retests of gas meters after sealing .....	.303
Clinical thermometers inspected .....	.247
Other inspections .....	.552
Number of trial reweighings .....	14 961
Number correct .....	13 573
Under .....	.816
Over .....	.572

## Notes:





# AT YOUR SERVICE

## Emergency

AMBULANCE .....	492-2700
ELECTRICITY .....	661-1600
EMERGENCY MEDICAL TREATMENT (RESQUE SQUAD) .....	876-5800
FIRE .....	876-5800
GAS (LEAKS) .....	1-800-572-9377
HEALTH .....	354-2020
POISON INFORMATION CENTER .....	232-2120
POLICE .....	864-1212
WATER .....	864-5302

FOR INFORMATION CONCERNING THE FOLLOWING CITY SERVICES, CALL CITY HALL,  
**876-6800 Extension**

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## Other Services and Agencies

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CAMBRIDGE HOSPITAL .....	354-2020
CAMBRIDGE REDEVELOPMENT AUTHORITY .....	492-6800
CITY COUNCIL: NIGHT LINE .....	876-6801
CIVIL DEFENSE .....	547-5355
ECONOMIC OPPORTUNITY COMMITTEE .....	868-2900
HOUSING AUTHORITY .....	864-3020
RENT CONTROL BOARD .....	661-0400
SCHOOL DEPARTMENT .....	492-8000
WELFARE DEPARTMENT; (AID TO DEPENDENT CHILDREN, RELIEF, OLD AGE ASSISTANCE ) .....	661-9390

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